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INVITATIONS OUT FOR PRESIDENTS' MEETING

Life Insurance Chiefs Will Meet with Business and Economic Leaders

COMPREHENSIVE PROGRAM

Number of Nationally Important Topics to Be Discussed in Relation to Country's Progress

NEW YORK, Oct. 8.—William A. Law, president of the Penn Mutual, has been chosen chairman of the 19th annual convention of the Association of Life Insurance Presidents, to be held here Dec. 3-4. "The Underwriting of a New Era of American Progress" has been selected as the general theme of the convention, to cover potential opportunities and responsibilities in store for the American people with the opening of the second quarter of the twentieth century. Business and economic leaders have been invited to participate with life insurance executives in this part of the program.

Among the questions of national importance to be considered are taxation, state and federal; credit needs of the country in aiding the development of agriculture; housing facilities and transportation; public health reforms; legislation, and life insurance coverage—each in its relation to economic progress.

Will Go Deep Into Subjects

Statistical surveys showing recent trends in the different departments of life insurance having national contacts will be presented. These surveys will include the amount of new life insurance written in 1925 and the aggregate investment figures of the life insurance companies, subdivided into farm and city mortgages, railroad bonds, government securities, public utility holdings and loans to policyholders. An analysis of current death claims also will be submitted to the convention with the object of reflecting present health conditions of the country.

Among those in high official position who have accepted invitations to speak at the convention are John G. Sargent, attorney-general of the United States; David A. Reed, United States senator from Pennsylvania, and Angus W. McLean, governor of North Carolina. Formal invitations to the convention are now being mailed by the association. In an announcement accompanying the invitation, Manager George T. Wight, of the association, says:

Progress Challenges Imagination

"Our convention this year will be held in the closing month of the first quarter of the twentieth century. No equal period of human experience has witnessed more rapid and revolutionary changes. The impetus with which the quarter century is closing, in practically all lines of activity, challenges the imagination as to what may be in store for

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ADVANCE H. F. LARKIN

NOW SECOND VICE-PRESIDENT

Connecticut Mutual Names Harold N. Chandler as Secretary Succeeding Mr. Larkin

HARTFORD, CONN., Oct. 8.—The directors of the Connecticut Mutual Life at their meeting Oct. 2 unanimously chose Harold F. Larkin to be second vice-president, and Harold N. Chandler to be secretary, succeeding Mr. Larkin, who has held that position.

Newly Created Position

The office of second vice-president is newly created. Vice-President Larkin has been with the company nearly 20 years. He is a native of Winsted. He was graduated from Yale University in 1906, his high scholarship earning for



HAROLD F. LARKIN
Second Vice-President Connecticut Mutual Life

him the golden key to Phi Beta Kappa. Immediately after his graduation from Yale, he entered the actuarial department of the company. He was appointed assistant actuary July 6, 1917, which position he held until Nov. 22, 1917, when he was promoted to assistant secretary. Less than two years later, on March 26, 1920, he was appointed secretary of the company, after having won honors in actuarial work and as an associate member of the Actuarial Society of America.

Recognized as Able Underwriter

His duties for the past few years have been directly connected with the company's underwriting policy and he is recognized today as one of the country's ablest life insurance underwriters, having given considerable thought to the many new aspects of life insurance development, such as non-medical insurance, monthly premium insurance and sub-standard insurance.

New Secretary's Career

Mr. Chandler, the new secretary, entered the service of the company July 1, 1909, after graduation from Trinity

START TWO COMPANIES

FILING MISSOURI CHARTERS

Kansas City Will Have More Legal Reserve Institutions, Each with \$100,000 Capital

Two new life insurance companies are being organized in Kansas City, Mo. The Trans-Mississippi Life has filed its charter with the attorney-general of the state. The company will have \$100,000 capital and an equal amount of surplus. It is to be an old line legal reserve company.

Sam E. Busler of Kansas City is president, W. K. Gramwell, vice-president of the Home Trust Company, Kansas City, is to be vice-president and treasurer, and Dr. Logan Clendening is medical director. The following men will be directors: B. F. Burd, treasurer of the Burd & Fletcher Printing Company; Frank Theis, export manager, Simonds-Shields Lonsdale Grain Company; Ben Bush, president Diamond Refining Company; E. E. Norquist, vice-president, Buller Manufacturing Company; J. H. Simons, vice-president and western manager of the Lee Tire & Rubber Company; G. H. Bramwell, president First National Bank, Bellville, Kans.; Verne Hyde of the Hyde Investment Company.

Wide Insurance Experience

Mr. Busler, the president, has been engaged in the fire and casualty business for several years. He was connected with the claim department of the Fidelity & Casualty in Chicago some years ago, after which he was made head of the claim department for the company at Kansas City for the states of Missouri, Kansas and Oklahoma. In 1919 he was made general agent with headquarters at Kansas City, handling western Missouri and the state of Kansas. For the past few years he has been engaged in the local business in Kansas City in his own name.

To Operate in Two States

W. K. Bramwell, vice-president and treasurer, was one of the organizers of the Commercial Life of Kansas City. He was also at one time a director of the Federal Reserve Life of Kansas City, Kan.

For the present a consulting actuary will be employed. The company expects to operate in Missouri and Kansas.

Lloyds Life to Start

A charter has been filed by the Lloyds Life of Kansas City, Mo. This is to be an old line legal reserve company with \$100,000 capital.

W. W. Bryant, Lenexa, Kan., who has had charge of the children's department of the Brotherhood of American Yeomen at Kansas City, is the active man in the organization of this company.

RECORD BROKEN TWO TIMES IN ONE DAY

Laurels Now Seem to Rest with George Cowton at Grand Island, Nebraska

WROTE 122 APPS. SEPT. 29

Claim Made That Helena, Ark., General Agent Wrote 161, but No Details Made Public

The world's record for the greatest number of life insurance applications written in one day has changed hands so many times recently that the present champion does not know whether or not he will be the world's greatest producer at the end of the next 24 hours or not. At present the record seems to be resting with George Cowton of Grand Island, Nebr., who wrote 122 applications totaling \$201,000, Sept. 29. Mr. Cowton is district agent for the Equitable Life of New York and every application was accompanied by settlement.

Ernest B. Houghton, local agent at Rochester, N. Y., for the Guardian Life, recently turned in 112 applications for a single day's work. Another recent entry for the championship list was Guy W. Peabody, district manager at Sedalia, Mo., for the Royal Union Life, who wrote and had examined 115 applications in a single day for a total of \$147,000. Mr. Peabody set his mark on the same day on which George Cowton of Grand Island wrote 122 applications.

Claim of 161 "Apps" Made

Before this epidemic of high speed writing broke out, the championship rested in Baxter Springs, Kan., where Spencer B. Apple, agent for the Travelers, wrote 105 applications in one day. Mr. Apple used four days in preparing for his drive; Mr. Peabody announced his try for the world's championship ten days in advance of his date of writing, while Mr. Cowton started preparations for his record on the same day.

A claim has been set forth for H. C. Green, general agent at Helena, Ark., for the Cotton States, that he recently wrote 161 applications in a single day for \$1,000 each and only five of them were rejected on examination. No further details have been made public and underwriters feel until further proof of the claim of 161 applications is made that the laurels should rest with Mr. Cowton and his 122 applications.

Sedalia Against the World

When Mr. Peabody of Sedalia set out to break the record, he advertised his attempt widely and advertisements were carried in the newspapers to the effect that Mr. Peabody would attempt to break the record held by Spencer B. Apple, who was then thought to be the champion. Much publicity was given the fact that this was a contest of Sedalia against Baxter Springs and Mr. (CONTINUED ON PAGE 29)

DEPARTMENTS CONFER**INTER-SOUTHERN REPORT UP**

Officials from Kentucky, Ohio, Florida, Tennessee, Indiana and Illinois on Hand

LOUISVILLE, KY., Oct. 6.—The arranged conference of insurance commissioners in states in which the Inter-Southern Life operates started yesterday, with four insurance departments other than Kentucky represented, on the call issued by Commissioner Saufley of Kentucky, to consider the Ernst & Ernst report, the reply of the directors, and probably also another report made for the company by Peat, Marwick, Mitchell & Co., Chicago accountants.

It was reported that nothing regarding the conference would be given out until the completion, and probably not then. Supt. Harry L. Conn of Ohio was named chairman of the conference. J. C. Luning of Florida, A. S. Caldwell of Tennessee and T. S. McMurray of Indiana were reported in attendance, while J. F. Williams of Illinois represented Clifford Ireland, who was unable to attend. R. G. Dixon, deputy commissioner of Kentucky, and William Tate of the Kentucky department were also present.

Both Sides Represented

James R. Duffin, president of the company; Elwood Hamilton and Ernest Woodward, general counsel for the company, and W. W. Moore, vice-president, appeared before the commissioners.

Stanley Reed, former secretary and an opposing director, along with Ellsworth Regenstein of Cincinnati and Fred W. Bailey, general agent, Chicago, were in conference, and were to be joined by M. M. Parrish of Florida, also a general agent. Mr. Reed stated that this group was just waiting, and if it did appear before the commissioners it would have counsel to represent it.

Judge Conn's Statement

Judge Conn issued a written statement on Monday, which read:

"The newspapers having stated that the commissioners of insurance of the states of Kentucky, Florida, Illinois, Ohio and Tennessee are in session today at the Seelbach Hotel to consider an audit of a certain life insurance company of this commonwealth the undersigned commissioners of said states here now and hereby give notice that neither condemnation nor indorsement of any company or individual is to be given from our meeting."

"We are here at the courteous invitation of the commissioner of Kentucky and expect to consider among other things the audit in question and the reply of the company thereto, but the conclusions arrived at, if any, will be announced over respective signatures and no person or persons, paper or papers are authorized otherwise to set forth our results of findings." The statement was signed by H. L. Conn as chairman; J. C. Luning, A. S. Caldwell, S. M. Saufley, and J. F. Williams.

Committee's Name Changed

The committee on agency nomenclature of the National Association of Life Underwriters has been changed to the committee on underwriters' status. It is composed of Guy MacLaughlin, Houston, Tex.; George E. Lackey, Oklahoma City; George W. Avars, Los Angeles, and George D. Alder, Salt Lake City. The report made by the committee at the national convention of life underwriters in Kansas City last week indicated encouraging progress in the improvement of the status of the underwriters and an encouraging recognition of that fact on the part of the press and the public.

General Agent William H. Hecht of Collins, O., one of the members of the \$200,000 Club of the Ohio State Life, is the proud father of a baby daughter.

HAD AGENCY MEETING**SALES CONVENTION IS HELD**

United States Reserve Called in Its Men to Discuss Sales Methods and Problems

The annual agency meeting of the United States Reserve Life was held in Kansas City, Mo., Monday followed by a banquet at which some 75 representatives attended. The business sessions were presided over by Ted Anthony, manager of agencies. President Clark Strickland welcomed the agents and spoke of the splendid progress made by the company as compared with that of other midwestern companies. September was devoted to an effort in honor of President Strickland. The agency force produced over \$1,250,000 for that month.

Discuss Sales Methods

The business program was devoted entirely to sales plans and general agency problems. F. M. King, manager King-Fisher Agency of Kansas City, spoke on "How to handle a general agency to get maximum results." O. P. Anthony, manager of the northwest Missouri agency talked on his experience in handling general agencies. Mr. Anthony pointed out the disastrous results in the evil impressions that are left by unscrupulous agents who not only misrepresent, but do not uphold the dignity of the life insurance profession in their territories. A. H. Slagle, manager of the southeast Missouri general agency told of the methods he used in getting results.

Discuss Agency Problems

Vice-President Ted Anthony spoke on the subject of "Sales Methods." J. M. Dempsey of Des Moines, northwest manager of THE NATIONAL UNDERWRITER and Frank W. Blank of Cincinnati, associate manager for THE NATIONAL UNDERWRITER, outlined sales methods and ideas used by successful life insurance men, whom they have met.

The agents pledged paid for production of \$750,000 every month for the remainder of the year. Ex-Senator Ernest D. Martin, attorney for the company, acted as toastmaster at the banquet. The speakers of the dinner were President Clark Strickland; Dr. Herbert Breyfogle, medical director; George D. McIlrath, counsel; Dr. Dayton Dunbar Campbell and Frank W. Bland of THE NATIONAL UNDERWRITER.

Among the fourteen leading pro-

SELLS HOME OFFICES**AETNA LIFE TO MOVE SOON**

Building Sold at Reported Price of \$1,500,000—Purchaser Declares It Is an Investment

HARTFORD, CONN., Oct. 7.—Morgan B. Brainard, president of the Aetna Life, has confirmed a report of the sale of the Aetna Life building in Hartford to the Walker & Barkman Manufacturing Company for a reported price of \$1,500,000. The approval of the Aetna Life directors has already been given for the transaction. President Brainard explained that the company has been contemplating the sale since the acquisition of a new building site. The company will remain in its present home for one or two years until the new structure is ready.

The Aetna Life building has been a landmark since its erection, when it was considered one of the finest pieces of architecture in Hartford. An engineering feat was accomplished in 1914 when an additional four stories were added to the six-story building. The upper four stories are entirely supported by eight immense steel girders extending from a foundation in bedrock beneath the building all the way up to the tenth story. Shafts were first cut so that the steel columns could be partially supported by the portion of the building already standing. When the steel girders had been put in place, the construction of the additional four stories took place from the tenth down.

Will Not Hurry New Home

President Brainard has announced that no changes in the plans of the Aetna regarding the construction of its new building will be brought about by the sale. Plans for the new home have been subjected to a few minor changes, but are generally the same as announced about a year ago. Wilbur D. Walker, president of the Walker & Barkman Manufacturing Company, declared that the purchase of the building was made solely as an investment and by the terms of purchase the occupancy rests with the convenience of the Aetna Life.

ducers for the month who were honored with a place at the president's table was his daughter, Miss Cecelia Strickland, who has made a very remarkable success in the selling end of the business.

RESOLUTIONS OF NATIONAL ASSOCIATION

TWO of the important resolutions adopted at the annual meeting of the National Association of Life Underwriters held at Kansas City last week are the subjoined. The second was drafted and sent to the convention by the Philadelphia association. The first is:

1. "Because life insurance has as its unchanging objectives, the protection of the family and home, the encouragement of thrift and the conservation of values; And the present high state and federal death duties not only tend to discourage men from striving towards sufficient protection for their families, but take away in heavy toll from such provision, often seriously imperiling all of what should be sacred to those whom life insurance would serve."

"THEREFORE, the National Association of Life Underwriters representing the field forces of American life insurance assembled in annual convention from every state in the union, urge upon our federal and state government that as rapidly as possible, estate and inheritance

taxes should be reduced and ultimately eliminated."

The second resolution follows:

"Resolved that the hearty approval of this convention be given to the project for placing before the 25,000,000 or more people who will be in attendance at the Sesqui-Centennial Exposition in Philadelphia in 1926 an institutional exhibit of legal reserve life insurance by all companies."

"Resolved, that we approve the plan outlined for effecting this exhibit through the instrumentality of a joint committee, composed of three representatives each from the Association of Life Insurance Presidents, the American Life Convention and the National Association of Life Underwriters, or any other feasible plan."

"And resolved that this association and its affiliated local associations pledges itself to give every reasonable aid to making this cooperative exhibit a success in order that there can be visualized to the visitors at this convention the uses and value of legal reserve life insurance in covering every economic need of mankind."

IS NOW 50 YEARS OLD**PRUDENTIAL WILL CELEBRATE**

Many Notable Speakers to Take Part in Exercises at Home Office

Oct. 13

NEWARK, N. J., Oct. 8—Exercises appropriately celebrating the 50th anniversary of the founding of the Prudential will be held in Newark Oct. 13. Luncheon will be served the guests at the assembly room at the home office building and will be followed by a general gathering at Salaam Temple, where the chief events in the life of the organization will be told by executive officers and others.

Speakers at the general gathering will include President Edward D. Duffield, former Governor Edward C. Stokes and Robert H. McArter, former attorney general of New Jersey. President John R. Hardin of the Mutual Benefit Life will speak for the life insurance companies, and President John Grier Hibben of Princeton University for the educational interests. Insurance commissioners of all states of the Union and of Canada have been invited to attend the exercises, as have also the presidents of all legal reserve life insurance companies, as well as a number of representative bankers and prominent personages in other walks of life.

A notable feature of the celebration will be the presence of many members of the Prudential's Old Guard.

MANY COMPANY MEN ON HAND

Unusual Number of Officials Attend Meeting of National Association of Life Underwriters

At all of the business sessions of the National Association of Life Underwriters at Kansas City last week there were in evidence a number of company officials. It was observed that the convention this year attracted many of the younger home office executives, such men as James Elton Bragg, vice-president of the Manhattan Life; Harold J. Cummings, assistant agency superintendent of the Minnesota Mutual; O. J. Lacy, vice-president of the Minnesota Mutual, and James McLain, agency supervisor of the Guardian Life of New York.

Other company officials who attended at least some of the sessions were Isaac Miller Hamilton, president, and George Barmore, vice-president, Federal Life; H. P. Gravengaard, manager of sales training of the Aetna Life; James E. Kavanaugh, vice-president, Metropolitan Life; Robert K. Eaton, vice-president, John Hancock Mutual Life; H. M. Holderness, superintendent of agencies, Connecticut Mutual; Oliver Thurman, superintendent of agencies, Mutual Benefit; Henry Camp Harris, agency superintendent, American Life Reinsurance; Winslow Russell, Phoenix Mutual Life; J. G. Mavall, agency manager, Central Life, Fort Scott, Kan.; Lee J. Dougherty, secretary and general manager, Guaranty Life, Davenport, Ia.; George Graham, vice-president, and B. F. Larson, secretary, Central States Life, St. Louis; H. M. Leonard, president, and J. J. Donlan, agency director, Manhattan Mutual Life, Manhattan, Kan.; H. K. Lindsley, president, and Frank B. Jacobshagen, secretary, Farmers & Bankers Life, Wichita, Kan.

To Be "Lewis & Clark Life"

The name of the Equity Life of Great Falls, Mont., will be changed to "Lewis & Clark Life Insurance Company" upon removal of the home office from Great Falls, Mont., to Minot, N. D., according to word received in Minot. Stockholders have unanimously agreed that they favor moving the home office.

October 9, 1925

NEW TRUSTEES BOARD NAMED AT KANSAS CITY

Seven Men Who Will Guide Destinies of National Association During Year

PICK FIVE NEW MEMBERS

John William Clegg, Retiring President Is Appointed Chairman of New Executive Committee

NEW BOARD OF TRUSTEES ELECTED BY NATIONAL ASSOCIATION OF LIFE UNDERWRITERS

John William Clegg, Penn Mutual, Philadelphia, Pa.

George E. Lackey, Massachusetts Mutual, Oklahoma City, Okla.

Hugh D. Hart, Aetna Life, New York City.

Charles F. Foehl, Prudential, New York City.

Frank L. Jones, Equitable of New York, Indianapolis, Ind.

Edward A. Woods, Equitable of New York, Pittsburgh, Pa.

J. Stanley Edwards, Aetna Life, Denver, Colo.

During the coming year these seven men will be in direct charge of the affairs of the National Association of Life Underwriters. They are the men in whom the control of the association is vested. The final word on all major questions is left to them. They were elected at the conclusion of the regular business sessions of the annual convention of the National Association held at Kansas City last week. John William Clegg, the retiring president of the association, is elected chairman of the executive committee of the association in addition to being given a place upon the board of trustees. As chairman of the executive committee he succeeds Graham C. Wells, manager of the Provident Mutual at New York City, who also retired as a member of the board of trustees.

Five New Members

Mr. Clegg, Mr. Lackey, Mr. Hart, Mr. Foehl and Mr. Jones are all new members of the board of trustees. The holdovers are Mr. Woods and Mr. Edwards. The retiring members are, in addition to Mr. Wells, A. O. Eliason of St. Paul, Minn., home office general agent of the Minnesota Mutual; Robert L. Jones, manager of the State Mutual at New York City, and E. B. Hamlin of the National Life of Vermont at Cleveland.

Who New Members Are

Most of the new members of the board of trustees are well known not only in their own localities but throughout the country. Mr. Clegg, one of the leading producers of the Penn Mutual in its home office general agency, has been president of the association and presided at the annual convention in Kansas City last week. George E. Lackey is general agent of the Massachusetts Mutual at Oklahoma City and the retiring vice-president of the National Association. Hugh D. Hart is a member of the Hart & Eubank general agency of the Aetna at New York City, which has made such a phenomenal production record. Charles F. Foehl is manager of the ordinary department of the Prudential at New York City and the newly elected treasurer of the National Association. Frank L. Jones is manager of the Equitable Life of New York at Indianapolis and was elected president of the National Association at the Kansas City meeting. Mr. Jones and

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SECURING THE BUSINESS OF OTHERS THROUGH THE GOODWILL OF CLIENTS

THE address of James Elton Bragg, vice-president of the Manhattan Life, was one of the high points in the convention of the National Association of Life Underwriters at Kansas City last week. Mr. Bragg struck a note of inspiration and altruism that found a wholehearted response on the part of his audience. It was an address of deep human interest and sound practical advice that made it one of the most enthusiastically received of the entire convention. Mr. Bragg said:

* * *

When you try to get new prospects from those whose good will you already have, you have two forces working against each other. You have the natural force, the tendency we all have to pass a good thing along to somebody else. It is human nature. We would like to get the other fellow to do what we do in order to have him approve our judgment. If we do a thing, we try to convince everybody else they ought to do it, and so our prospects do have a tendency to pass a good thing along and if we can get them not only to buy life insurance but to see that they have a wonderful thing, if we can visualize that which we have so they become enthusiastic about it, it will not be difficult to overcome this specific tendency not to pass the name of a friend to the life insurance man.

Problem Is to Make the Client an Enthusiast

The essence of it is this: How can we render this service in such a way that the prospect will become an enthusiast, will respond to our request that he do a friendly act for a friend of his in giving that friend the opportunity to buy the same kind of a life insurance program as the one he has bought.

There were two boys who went to college together. I will call them Jim Wescott and Tom Farley. They roomed together at college. They were close friends, as men become close friends when they go to college. After college days, Jim went on to the law school and took a course in law. Tom went to the business school and prepared for a career in business and then some years later we find the two boys in their field back in New York City. Tom the lawyer, succeeded to his father's practice and was doing very well. Jim tried a job here and a job there, had been all over the United States and finally drifted back to New York and got into the life insurance business, because it was the easiest to get into.

Made a Living by Begging Insurance

Then he made a living going around to his friends and expressing to them his sincere hope that they would buy life insurance, that they would please buy it from him. Well, he landed his friends regularly. He came in to see his lawyer friend every now and then. The company had some new policy, he needed \$2,000 more to make his quota, to get a trip to the coast, just a little pretext he could use to get there, and try to wheedle another policy out of his friend.

The event I want to relate happened in April last year. The lawyer said, "Just a minute, Jimmie, I want to give you your story. I had you on the calendar. You have come around on this date for eight years. I want to tell you what you want to tell me. You are a year older, Tom, you never can buy life insurance as cheaply as today. I need some more money. I am going to a convention next month and I need a few dollars. You haven't got it right now. Well, that is kind of tough. But, Tom, old boy. You do need a little more. You will buy later. That doesn't mean anything, and I would like to get it in this moment."

Then he said, "Jim, sit down a min-

ute. I don't want \$2,000 or \$3,000. I want \$50,000."

When the agent caught his breath, he said, "All right, old boy, we will go right after that." He got out a dog-eared application and presented his pen. His friend said, "Wait a minute. You have not asked me why I want the \$50,000."

"Oh, we can get the details later."

His friend said, "Just a minute. Let me talk. Will you agree to keep quiet for ten minutes and let me tell you why I want \$50,000 insurance?"

The agent finally got control of himself and said, "Yes."

The lawyer explained, "Jimmie, you remember old Ted Smith who went to college with us?"

"Yes, I remember old Ted, the best fullback we ever had."

"You remember he married my sister?"

"Yes, I do."

"You remember that he worked around New York here for several years, didn't seem to get anywhere and then two years ago the big opportunity came to him on the Pacific Coast and he went out there to take a real position and has been doing very well?"

"Yes, I have heard about it, but I kind of lost touch with the boys."

Offered to Care for His Widowed Sister

"Well, old Ted is gone. About a month ago pneumonia took him away in just a few days. As soon as I received my sister's wire, I wired her to draw on me for any funds she might need. I couldn't go out there. I had cases in court. I couldn't take three weeks away from my clients and be with my sister. I received a wire back saying, 'Everything is all right. Will call on you if I need you.' And then I sat down and wrote my sister a letter. I knew Ted hadn't time to make a fortune. He just had two years of real prosperity. I knew he couldn't have accumulated much in that time, and I asked her to come to my home and bring her children with her. I felt the least I could do for my baby sister was to give her and her children a home and soon after that I received a letter from her. I want to read a part of that letter from her, the part I want you to get:

Had Made Provision Through Life Insurance

"Dear Tom:

"When Ted made his last trip to New York a year ago he adopted a plan which will take care of the children and me. First of all, there was a special fund to pay off the mortgage on the home we bought last year on a shoestring. I have just received the final paper today conveying the title to me. I shall be able to remain here and bring up the children in this wonderful land of sunshine, and we shall be near Ted. There were several other special funds to cover the expenses of the funeral, another to pay our outstanding bills and two or three business notes that Ted had at the bank. There was another fund that he called the shock absorber, just a thousand dollars so. I am glad that I have this extra fund, because it will enable me to bring the children to New York to visit you for a few weeks until I can readjust myself to the new life, and there is a trust fund to me and the children. I shall receive a check every month for the rest of my life. The principal is tied up in such a way I can not lose it. I am so grateful to Ted for the way he safeguarded this nest egg, because I should not want the worry and anxiety of taking care of this money."

Every Expense Had Been Anticipated

"There is a provision in the trust agreement that when I pass away one-

CRITICAL REVIEW OF NATIONAL LIFE MEETING

Three Major Defects in Evidence at Last Week's Gathering at Kansas City

CONVENTION WAS HEAVY

Analysis Made of Factors That Prevented Annual Rally From Becoming Unqualified Success

There are several major defects in the annual conventions of the National Association of Life Underwriters as they are now conducted. Last week's meeting at Kansas City, for instance, was certainly not an unqualified success. The Kansas City convention, in fact, never really got started. It did not click. It had its bright spots and its star speakers who hurled a wealth of good material at the audience, but the convention as a whole, just simply did not "go over." There was no infectious spirit of enthusiasm about it. Even those responsible for the program, and hence, its chief supporters, were conscious of a lack of something.

Three Things Wrong

There were three things the matter with the Kansas City convention, and all three stand out clearly. First, there was not enough human interest material. Only a very few speakers made a direct appeal to the emotions. Second, too much of the program was devoted to phases of life insurance which, if they are not beyond the conception of the average producer, are certainly outside of his ordinary realm. Third, the program was carried through too rigidly, with the result that the speakers were nervous and afraid that they would either go beyond their time limit or get off the subject and be rapped down for either.

Must Touch Emotions

It may be interesting for some to consider briefly these three defects and how they could be remedied. The first, the failure of most of the speakers to appeal to the emotions, is vital. Life insurance men are, generally speaking, temperamental and emotional. All day long in the course of their work they are appealing to the emotions of their prospects. They sell very little business by the use of statistics and the exhibition of charts and the discussion of a man's estate. Life insurance does not appeal to a prospect's selfish nature. When a prospect's sympathies are touched, when he has been persuaded to make a sacrifice in order to protect his loved ones, he is ready to buy life insurance. In order to get him in this frame of mind the agent must appeal, first, to his heart and second, to his head. The enthusiastic life insurance salesman is not an agent who is enthusiastic about the assets or the surplus of his company, but is instead enthusiastic about what life insurance can do to alleviate the sufferings of widows and orphans.

Did Not Rouse Hearers

This being true, and it cannot be denied, last week's convention of the National Association would have been notably more successful had greater emphasis been laid upon this side of selling work. Few of the speakers let their emotions run away with them. They were, for the most part, too stiff. They did not rouse their hearers to a high point of either enthusiasm or emotion. What they said was good, but they did not say it in the right way.

When George W. Ayars' little playlet, "They 'Will' Be Done" was given

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and the leading lady commenced to cry and clasp her children in her arms, at least 80 percent of those in the audience got out their handkerchiefs. They were touched deeply. They were seeing exactly how life insurance can prevent suffering, distress and confusion. The thing was being visualized before them and they were being profoundly moved. It is for this reason chiefly that the playlet was a big success. More speakers should have chosen their subjects or delivered their talks in a way calculated to produce this same effect. If they had, the life insurance men and women who attended the Kansas City convention would have left every session saying, "That certainly was the real stuff," or something similar.

"Over Their Heads"

The second complaint, the one to the effect that the program was too "high-brow," should be considered by those who intend to frame the National Association's programs in the future. On the first day, the only business session held was devoted to "Life Insurance to Help Education." On Wednesday, the main session was given over to a consideration of "How Trust Companies Can Help Life Underwriters" and the other session on Wednesday was taken up with a discussion of "The Value of Training for the Experienced as Well as the New Underwriter." Here were two days devoted to subjects that are of no vital concern to the average producer of life insurance. Only a relatively few men are selling any life insurance to help education, either individually or institutionally. The cooperation of life insurance with trust companies is something that the average agent never even thinks about and will not think about for many years to come. It is not that these two subjects are unimportant, because they are certainly of great importance, but only that they are not questions that concern the average life insurance producer.

Gilman Gets Response

When Charles C. Gilman of Boston, Mass., stepped to the front of the stage to take charge of his session during which 16 men solicited him with two-minute talks, he said: "You have been listening to all of this stuff about trust companies and life insurance for education and it has been fine and it has been uplifting, but how many of you hod-carriers out there can sell it?" When he said this the audience roared with laughter. Those "out in front" were just waiting for someone to get down on the ground and dispense a few practical, usable selling ideas.

What They Want to Know

For the most part the men and women who go to these national conventions are business producers of the ordinary type. They are curious to know something about the methods of successful men. They are selling life insurance to protect widows and orphans and are not, except in rare cases, building estate programs for millionaires. They are working with the rank and file of life insurance buyers, and want to know more about what to say to prospects of this kind. They are perhaps interested mildly in results of drives among alumni, but on the whole, they simply want to know how to write more life insurance and how others are doing it.

Program too Rigid

It is, of course, easy to criticize and not so easy to provide something better than that which is being criticized. At the same time it was perfectly evident at the Kansas City meeting last week that entirely too many of the speakers were ill at ease. They were conscious of the precise time limitations that were being observed. The program was at least twice as heavy with speakers and subjects as it should have been. Everything was timed to the minute. Speakers were made to understand clearly that they had so many minutes to speak, and they must during the entire course of their talk remain strictly upon the subject or they would

hear the gavel reminding them of their wandering.

How Signs Were Used

In the orchestra pit and directly in front of every speaker sat a man with large signs in his hand reading, "Five Minutes to Close," "Two Minutes to Close," and "Close." These signs were used in this way: If a speaker had ten minutes in which to talk the "Five Minutes to Close" sign was held up in front of him after he had talked for five minutes. When he had talked for eight minutes he was greeted with the "Two Minutes to Close" sign and when he had completed his full ten minutes the "Close" sign was held up in front of him. This rigid method of holding speakers within certain limitations had the effect of making the speakers nervous and self-conscious. They never felt like letting themselves go. They never launched unreservedly into their subjects. It is principally for this reason, many believe, that so many of the speakers did not get whole-heartedly enthusiastic about what they were saying. They were afraid that they would either talk too long or talk upon questions that were not directly related to the subject.

Handicap to Speakers

Those who have spoken to any extent before life insurance audiences know that they must design their talk in such a way as to "warm them up" after they have gone along for five or ten minutes. They must feel a freedom about their work. The knowledge that they must compress their thoughts and their enthusiasm, if any, within a certain number of minutes weighs heavily upon them and takes most of the sparkle and snap out of what they have to say. The consciousness that they must finish quickly and talk at all times to the point certainly operated at last week's convention to ruin many a talk that would otherwise have been first rate.

Four Days too Many

It was probably a mistake to extend the National Convention, as was done some years ago, to four days. It is too long. After life insurance men have been regaled for three days and two nights they are about surfeited. The fourth day is a sort of an anti-climax. It is unnecessary and unproductive of any good results. It is not largely attended. Usually, only about one-third of the first or second day's audience is in evidence on the fourth day.

Much New Talent

While these criticisms may seem to some to be rather sweeping and destructive, there should be for those who are to have charge of the getting up next year's program, the consoling thought that the country is full of possibilities for next year's convention. Most states literally swarm with outstanding life insurance producers. The whole level of business production has risen enormously in the last ten years. At every National Association convention some new star, who is not only a heavy producer but a good talker as well, comes to the surface. Ten or fifteen years ago the association was hampered in arranging its national convention programs by the knowledge that there were only a limited number of really outstanding life insurance speakers and producers. This whole situation has entirely changed. All of the men who have ever spoken at a national convention or had anything to do with putting on a national convention could be eliminated entirely next year and a most meritorious convention produced.

Big Possibilities

In other words, the life insurance production and influence is no longer in a limited number of hands. There are without question 200 life insurance men who have never been heard at a national convention and who have perhaps never attended one who could bring a stirring and penetrating mes-

OUTLINES CONDITION OF LOCAL ASSOCIATIONS

Illuminating Section of Report of Assistant to President of National Association

SUGGESTION BY SEARLE

Reports Lack of Democracy and Proper Organization in Many Associations Visited During Year

An illuminating picture of the condition of local life underwriters' associations throughout the country was given by William A. Searle, assistant to the president of the National Association of Life Underwriters, at the annual meeting of that organization held in Kansas City last week. Mr. Searle's findings and views were embodied in his report to the chairman of the executive committee. During his nine months' connection with the National Association, Mr. Searle has visited associations' executive committees or officers of local associations in 79 important cities. The trustees of the National Association felt that one of Mr. Searle's important duties was to bring back to them an accurate picture of conditions in the field, a statement of problems as they exist, and such indications as could be had of what local associations most desire.

What Associations Need

Of 46 associations visited by Mr. Searle during his early connection with the National Association, he found that 45 needed an increased income; 32 needed financial control by means of a budget; 10 need paid secretaries; 37 needed increased membership; 46 needed a greater participation and interest on the part of their individual members; 36 needed a managers' division or the bringing within the association of managers' associations already in existence; 17 needed to remove the causes for the criticism of clique control, which criticisms were brought to Mr. Searle unsolicited; 34 needed a better form of organization; 24 needed a more businesslike method of procedure and operation; 32 needed a wider and better local publicity; 40 needed to give greater service to their members to justify the membership; 15 needed to hold more frequent meetings; 42 needed to develop activities other than meetings as service to their members; 46 needed a fixed program of work which would become the background of the association's activities for each year; 33 needed closer relations with the national association.

Clique Control

Mr. Searle in his report made these comments upon local association conditions:

"Interest centered in three or four individuals in an association, the membership at large neither knowing, nor caring for the responsibilities that were theirs as individual members. In most cases the members were unwilling to participate individually in the work of the organization."

"Although several local associations might exist within the confines of a state, there was distinctly lacking any state consciousness or any state-wide cooperation."

"Attention to legislation was spas-

sage to the convention next year. Whatever the faults of the Kansas City convention may have been they are easily remedied and if they are, there will be a freshness and snap about the convention at Philadelphia in 1927 that did not characterize this year's meeting.

modic, often ill timed, ineffective and discouraging.

Lack of Cooperation

"There was equally lacking any closeness of contact with the National Association. The lack of information as to what the association has been, is, or expects to be, was pitiful. In other words, the National Association was not 'sold' to its constituent members in the local association. These conditions still exist, but in some places are being remedied."

"Many associations consist of a paper membership list rather than a body of cooperating underwriters. This is due to the fact that they neither know each other in a personal, fraternal and craftsmanship way, nor have they a clear conception of the big, underlying purposes of the organization."

Lack of Democracy

"In about half of the associations visited, members frankly commented upon the lack of democracy in their local association, or upon the evils of clique control. (This should be explained in this way: that had it not been for the clique control many of the associations would have ceased to exist, for the clique were the only ones interested enough to give their individual time and attention to forwarding the association.)

What Survey Has Done

"All this may seem a rather drear picture. It is, however, by no means discouraging from an organization standpoint. In fact, it is extremely promising. First, we have actually recognized and diagnosed our weaknesses; second, there are simple remedies, changes and ideas, which if put into operation, will within a short time eradicate most of the evils and shortcomings, and leave the local associations much stronger. For evidence of this improvement in local conditions, even in the short time that has elapsed, it would be easy to cite suggestions which have been put into operation."

Suggestions Offered

Among the suggestions made by Mr. Searle were the following:

"When a thing has been done in practically the same way in three different localities, it is time to ask whether the plan isn't possible of pretty general adoption. I refer to state associations such as are in operation in New York, Ohio and Indiana and is being seriously considered in Illinois and Connecticut. Here the various local associations within the state boundaries are organized into a state association to do things that no single association could do so well. The National Association should recommend the formation of such associations. Here briefly are some of the ways a state association can serve:

Other Recommendations

Unite influence and efforts of local associations on statewide problems.

Bring broad and representative judgment on proposed legislation and law enforcement.

Give insurance commissioners valuable cooperation.

Aid in routing good speakers.

Conduct annual sales congress or school of instruction.

Act as clearing house of information on state matters.

Encourage closer contact with National Association.

Give aid to weak associations.

Act as an emergency organization.

This association and service could be maintained at an average cost of 25 to 50 cents per local member. (Ohio charges 50 cents; New York lays a flat fee of \$10 to \$15 on each association; Indiana is operating on 20 cents a member.)

Organization Form

The following organization form is suggested as simple and workable:

Each local association is entitled to follow four votes to be exercised by the following representatives on their alterna-

(CONTINUED ON NEXT PAGE)

October 9, 1925

LIFE INSURANCE EDITION

5

OFFICE MEN PLAN IMPROVED METHODS

Management Association at Chicago Meeting Shows Large Increase in Its Membership

COOK IS NEW PRESIDENT

All Sorts of Problems Affecting Company Efficiency Taken Up at Sectional Meetings

NEW OFFICERS ELECTED

President, Henry Wireman Cook, vice-president and medical director Northwestern National Life.
Vice-President, J. G. Parker, actuary Imperial Life of Canada.
Secretary, F. L. Rowland, manager planning department Lincoln National Life.
Treasurer, R. F. Tull, secretary Fidelity Mutual.

Nearly 300 men representing 113 life home offices attended the second annual convention of the Life Office Management Association held at the Edgewater Beach hotel, Chicago, Oct. 1-3. The conference was called to order Thursday morning by President Franklin B. Mead, secretary and actuary of the Lincoln National Life, who said in his opening remarks that the attendance was indeed very satisfactory and showed a splendid increase over last year when only 88 companies were represented. This has been increased to 113 with no withdrawals to date.

Saving the Lapses

Mr. Mead in his presidential address on "Home Office Methods of Handling Lapses and Reinstatements" said that the lapse ratio is indeed a great problem. The Lincoln National Life has installed a policyholders' service department which operates with the accounting department, and handles all contracts with policy holders. Several college graduates have been taken on and trained for this work, and this plan is working out very nicely. No actuarial experience is necessary. A conference is held every month at which time all revisions are taken up, correspondence to policyholders, revised letters, etc. It requires real salesmanship to write a good letter to a policyholder, leaving him perfectly satisfied in every instance, and correspondents must be well trained in this work.

The company sends to its agents

LOCAL ASSOCIATION REPORT (CONT'D FROM PRECEDING PAGE)
 Local president, secretary and National Committeeman and one specially elected State Councillor, whose term shall be for three years to run concurrently with the National Committee man's term.

These representatives would meet twice or three times a year to discuss previously suggested matters and problems and act representatively in state matters for the local association.

Another meeting might well be a state sales congress.

State Associations

The states in which such state organizations might well be set up at once would seem to be the following: Pennsylvania, Massachusetts, Michigan, Illinois, Iowa, Missouri, Kansas, Virginia, North Carolina, Texas, California, Connecticut, Washington.

It is recommended that the National Association endorse this movement toward the formation of state associations and provide for a form of official tie-up of state associations with the National Association.

through its policyholders department leads and news of its old policyholders, such as changes of address, changes of premium payment, loans, change of name by marriage, change of beneficiary, etc. This practice keeps the agent continually informed as to the standing of his policyholders.

In the discussion which followed, W. H. Cox, of the Union Central Life, said that most of their conservation and policyholders' service work was handled directly from the home office. They have found that where there were cancellations of a new receipt, letters sent out regarding them secured a 40 percent to 50 percent reinstatement.

Training Clerical Help

R. F. Rust, secretary of the Union Central Life, was detained from the convention on account of illness, and his paper on "Training of Home Office Clerical Workers" was read by W. H. Cox of the Union Central. This was a splendid paper, going into detail very thoroughly regarding the training of their workers, and the new school plan. Results have been very satisfactory with their training and school, and have justified the continuing of this work.

Session on Home Office Accounts

The Thursday afternoon session was divided up into a series of round table conferences, the first of which was devoted to the subject "Classification of Home Office Accounts to Permit Operating Control." James Scott, comptroller of the Missouri State Life, acted as chairman, and the discussion was led by J. Charles Seitz, secretary of the Security Life of America, and S. O. Kennedy, comptroller of the International Life.

C. R. Dent, secretary of the Confederation Life, acted as chairman on the discussion "Life Insurance Branch Clerical Operations," and the discussion leader was N. P. Wood, auditor of the State Mutual Life.

Told of Welfare Activities

H. F. Larkin, secretary of the Connecticut Mutual, acted as chairman on the subject "Welfare Activities." He said that a physical examination of prospective employees is demanded by most companies today. A good many companies maintain nurses for minor ailments, dental clinics, furnish free milk to undernourished employees, some of them have hospital beds, and some even have fully equipped tubercular sanitariums. Disability benefits and allowances are necessary and should be run on a fixed schedule or plan.

Discuss Printing Department

The discussion was led by Charles E. Johnston, assistant secretary of the Phoenix Mutual Life. Mr. Rhoades of the Metropolitan Life told of some of the welfare work of that company.

The operation of home office printing

department discussion was in charge of George A. Drieu, assistant secretary of the Connecticut General Life, in the absence of L. D. Cavanaugh, vice-president and actuary of the Federal Life of Chicago. Some very interesting information regarding printing was brought out.

Graham Was Toastmaster

George Graham, vice-president of the Central States Life and president of the American Life Convention, acted as toastmaster at the informal banquet held Thursday evening at the Edgewater Beach hotel. The principal address was given by James V. Barry, vice-president of the Metropolitan Life.

The Friday morning session was in charge of Charles J. Diman, secretary of the John Hancock Mutual. Henry Holt, assistant actuary of the National Life of Vermont, read a very interesting paper on the application of office machinery to home office operation. Mr. Holt outlined the development of office machinery.

Speed in Issuing Policies

L. C. Ashton, secretary of the Provident Mutual, who was to have spoken on "Home Office Organization," was not able to be present. Sidney Smith, secretary of the Penn Mutual, presented Doctor J. P. Hutchinson's paper on the "Operation of a New Business Department." Dr. Hutchinson, who is secretary of the home office service committee, was unable to be present. The Penn Mutual operates a zoning system for its new business department, and 38 percent of policies sent in to the company are recorded and issued the same day they are received. Certain cities are in certain zones, and mail reaches general agents by 9 a. m. in every city. Air mail is used quite extensively.

Extend Knowledge of Clerks

Clerks are trained to work in more than one department, and are not only able to help the company at various times, but also are in a position to learn different angles of the business. The speeding up of the issuance of policies has not reduced the accuracy in any way. The company is getting better results, the general agents are better satisfied by getting their policies by return mail, and on the whole the plan has worked out very satisfactorily. Dr. H. W. Cook, vice-president and medical director of the Northwestern National Life, said that 50 percent of their policies were issued the same day.

Election of Officers

At the business meeting Friday afternoon, the officers were elected for the following year.

Two members elected to the board of directors for two years were R. M. Jones and H. F. Larkin, secretary of the Connecticut Mutual Life. Franklin

(CONTINUED ON PAGE 30)

SAY DAY OF ONE LINE AGENT THING OF PAST

Keynote of Annual Convention of Continental Assurance Agents in Chicago

COMPANY GROWTH SHOWN

Statements of Vice-President Behrens Indicate That the Two Companies Are Making Rapid Strides

Production of life insurance in connection with the production of multiple line casualty business was the keynote of the annual convention of the One-Two-O Club of the Continental Assurance held in Chicago, Oct. 1-2. The Continental Assurance is the life insurance running mate of the Continental Casualty. The convention was opened by Vice-President Claypool at a luncheon given Oct. 1 and B. F. McClellan, president of the club, was the chairman in charge of the convention.

The first session opened with a fine talk by John M. Cronin of Cincinnati on "Abreast With the Times." In his talk, Mr. Cronin stressed the idea that the one line insurance salesman is a thing of the past and that a man must produce all lines in order to be a successful life insurance producer. Roy L. Davis, the new educational director of the Continental, spoke on "Training for Insurance Service." In his talk he made a general outline of the educational program of the company, on "Where Are Your Profits and Where Are Your Losses?"

Conditions Have Changed

H. A. Glasgow, of R. W. Hyman & Co., Chicago, stressed the idea that conditions are changed. He said, "It is folly to send a man out to sell only one line. The multiple line offices are going into the life insurance business. The life insurance man must get into the multiple line to meet this competition. Twenty-five years ago it was possible for a man to get out and make a living on a single line. However, at that time none of the lines that are written today were even thought of. Then a man had only two or three policies to sell. Today he has many. The man in the early days had usually only life and accident and health to sell. Today, in addition he has his automobile coverages, his burglary and other lines."

Tells How to Close Sale

Dr. H. W. Dingman, medical director of the company spoke on "Non-Medical." M. L. Killian, who has produced a sizable volume of life insurance and who closes 90 percent of his cases on the first interview spoke on "The Consumption of the Sale." Mr. Killian sits down with his prospect and jots down an outline of the policy contract on a pad of paper showing the prospect the premium per \$1,000, the disability and double indemnity feature and the waiver of premium and other features of the contract and then merely asks his prospect, "How do you like it?" If a man gives his answer in the affirmative, Mr. Killian immediately produces the application. Allen M. Reager, general agent at Louisville, Ky., closed the morning session with a talk on "Meeting Objections."

Must Make Survey

The second day's session opened with a talk on "Program Insurance" by B. F. McClellan. In his talk Mr. McClellan brought out the fact that program insurance is the dividing line between old and new type of selling. Instead of just going to a man and trying



DR. HENRY WIREMAN COOK
New President of Association



FRANKLIN B. MEAD
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to sell him \$1,000 or \$2,000 or \$5,000 ordinary life, find out what his needs are, then intelligently take care of him. He said, "The fire insurance companies are sending out engineers to make surveys and study the physical equipment. They are continually attempting to lower the rates and give more complete protection. It is more important that a man be adequately covered with life insurance. But you must make an intelligent survey of the case."

Howard Archer made one of the best talks of the session when he spoke on "Business Insurance." He told of his methods of handling specific cases, stressing the credit phase. He outlined three cardinal principles that he uses. If the case is a partnership one, he shows that it is the obligation of one man to his partner. If the man is in debt, it is his obligation to his banker. In an old established institution, it is the obligation of the owner to those who have worked with him and are entitled to carry the business on after he passes away. If the concern is in a liquid condition at the death of one of the principals, it can carry on.

Gets Around Technicalities

Mr. Archer uses a splendid argument in getting around the man who wants to talk cash values and net costs. He says, "I am outlining a definite proposition to you. I don't want to know all about the dry goods business or any other business in which you are engaged. It has taken 200 years to devise the present life insurance figures and yet you want me to sit down and tell you all about it in a few minutes. An influenza epidemic will wipe out all figures that have been made to date and we will have to start all over again. This is the story I am telling you here as it is a case of safeguarding your business."

Advocates Prepared Talk

Eugene Adams of Johnson & Adams, general agents at Washington, D. C., gave a splendid talk on "A Prepared Sales Talk." Mr. Adams said that a prepared and memorized sales talk is consistent. In proving his point he said the last three presidents of the United States have read all of their public speeches. They have not taken a chance on their memory or given a speech from notes. They certainly were brilliant men and even they, when talking extemporaneously, frequently made statements that they did not wish to make. The same thing is true of insurance salesman. Why shouldn't he use a prepared talk? The Johnson & Adams Agency has prepared several attractive folders on accident and health and life insurance. The salesman presents this folder to the man and as he reads it the agent recites it to him. In commenting further, Mr. Adams said that every man has three main objectives in life. He wants to retire on a fair income; he wants to educate his children and he wants home insurance to clear off his mortgage or other debts.

Should Have High Standing

The afternoon session was opened by William Ford, general agent for New Jersey, who spoke on "Developing Business." He developed the fact that it is necessary to get a man of high standing in a community as the representative to be sure of results.

In speaking on "The Continentals," H. A. Behrens gave credit for the development and growth of the life department to Mr. Claypool. Mr. Behrens said, "The mutual idea in life insurance is more nearly correct than any other. I refer to the spirit of mutuality between the office and sales force. Mutualty of interests and an ideal are the things that make for a great company." He asserted that the companies would have between \$19,000,000 and \$20,000,000 of assets at the end of 1925, a premium income of \$16,000,000 and a combined capital and surplus of \$5,000,000. Other speakers at the afternoon session were W. E. Lord of Cincinnati; H. P. Aikan, Harry Burford, D. W. McFall and L. E. Brown.

DISCUSS THE ENDLESS CHAIN AND THE CENTER OF INFLUENCE METHODS

AT the convention of the National Association of Life Underwriters at Kansas City last week the general subject of service to clients was given attention, especially at the Friday morning session. Among the speakers were Charles H. Van Kirk and Russell S. King, both of Chicago. Mr. Van Kirk spoke on the endless chain method of securing prospects from clients and Mr. Russell discussed the center of influence method. Mr. Van Kirk spoke in part as follows:

The three words I would like to comment on are: endless, chain and client. Is there a more fitting word than the term "endless" applied to life insurance? Every other line of business has its limitations, but your ability to make your life work worth while to the public in general has no limit. Your ability to justify your own aims and carry out your own ambition in life is unlimited. There is no limit to the amount of

another five or because somebody else said he ought to have more insurance, that Harry Jones had \$20,000 and only had two children while he had five, though his income was less." There won't be any such situation if we take this client idea.

King Speaks on Centers of Influence

Mr. King continued in part as follows: The phase I have in the subject we are discussing this morning is sometimes known as the center of influence methods, that is, picking out some one man, or several men who have the following characteristics or qualities: They must be men of wide acquaintance, men who know hundreds of other men in your town. The man must be favorably known by the clientele you expect to build by this method. He must be a man who can influence many people. He must be a man who knows the circumstances of many people, knows whether Bill Jones can buy \$5,000, \$10,000 or \$50,000 of life insurance. He knows whether Sam Smith can afford to buy an educational policy for his boys or not. He knows whether Jack Jones is a college man or not. He knows whether this man is going to progress and make good in his position. He knows the circumstances of hundreds of people in the town. The principal thing perhaps that he needs to know is the great modern uses of life insurance. I must have permission from this center of influence to use his name if it is possible.

At one time I was an underwriter in a small town struggling for business just as you or any of the rest of us are struggling. I heard about the center of influence method. I read an article by one of the leading underwriters in one of the insurance magazines.

Sought the Help of a Prominent Man

I went to him and said:

"Mr. Johnson, I am sure you believe in a college education because you have sent both your boys through college and they are now influential business men in this city. But did you ever stop to think that only about 1 percent of the boys of our country, boys and girls, get to go through college?"

"I can give you two reasons why these boys and girls did not get to go to college. The first is that the parents don't save. When little Billy is born into the home the father and mother begin to talk about his college education and say, 'We must have some money so Billy can go to college,' but they have bought a piano which they must pay for on the installment plan. The Ford car is \$1 down and \$1 forever and they have a number of things and say, 'We will start next year saving for Billy.' Next year never comes. After a while Billy is 12 years old and still no system of saving is started. About the time he reaches 18, things have not turned out as they thought they would and Billy doesn't get the funds to go through college. Perhaps Billy's dad is sleeping beneath the daisies in a cemetery. One out of five fathers of our country don't live to see their boys enter college. They don't live to see them reach the age of 18. Did you ever stop to think, Mr. Johnson, that by your influence we can guarantee to numbers of boys and girls in Nashville that they can go to college?"

He asked how he could help and I explained to him the educational contract, how he could guarantee these boys to go to college.

Story Shows Value of Educational Insurance

I told him this story:

"One morning I noticed a group of seven boys in the depot. They had light coats over their arms. In a few minutes

(CONTINUED ON PAGE 8)



Teamwork

The International Life is a believer in teamwork—whole-hearted, friendly co-operative teamwork. It is its constant aim and endeavor to have permeating throughout the organization a true spirit of co-operation. Making teamwork a working service ideal has aided us in making the International Life a good agent's company and the fastest growing one in the Mississippi Valley.

The American Life Convention does much to promote a better understanding and a more friendly spirit among company officials. This development of good will among companies is of great value to the business of Life Insurance service.

American Life companies represented in the American Life Association will prosper to the fullest extent only if they work together. The International Life not only believes in teamwork within its own ranks, but believes in teamwork among companies.

**Fastest Growing Company
in the Mississippi Valley**

International Life Insurance Co.

St. Louis, Missouri

W. K. WHITFIELD, President

DAVID W. HILL, Vice-President

W. F. GRANTGES, Vice-Pres. and Gen'l Mgr. of Agencies

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For Sale by
THE NATIONAL UNDERWRITER
1362 Insurance Exchange
Chicago, Illinois

PAYS HIS WAY THROUGH COLLEGE BY VACATION INSURANCE SELLING

To write enough insurance in the vacation period to pay his expenses at college for the year and have enough in addition to assist his brother through medical school, is the achievement of David O. Johnson, now of the Minnesota Mutual Life at Dallas, Tex. Mr. Johnson is 20 years old but has been underwriting since he was 22, as part time agent, and that part time was confined to the vacation period.

When but a boy of 19, Mr. Johnson set his goal at the pinnacle, impelled by the achievements of many eminent men who started even as he—on a farm. At that age he was sold on life insurance, having already invested in a \$5,000 policy. This had consumed all his spare cash up to that time, and he landed in Dallas with just \$6.49 in cash, and the life insurance policy as his only assets.

Started in Clothing Store

He secured a position as salesman in one of the leading clothing stores and thus began his development in the art of selling. Even at this age the boy's instinct was to study his stock. Not satisfied to offer merchandise on display in the store, he began to dig around in the basement and store rooms, until he unearthed an old stock of overalls and jumpers which the proprietor had considered dead. Almost against the manager's wishes, the merchandise was brought up, placed on tables at concession prices, and disposed of in a whirlwind sale.

This placed the lad on a different basis with his employer and stimulated his own self-confidence. After he had spent two years with the clothier, his attention was called to a class in salesmanship being conducted at the Y. M. C. A. by a life insurance underwriter, and he took it.

At the conclusion of the course the instructor offered Mr. Johnson a position which he accepted. He was keen enough to retain connection with his former friends, returning to the clothing house selling force on Saturdays. This contact with his former clothing customers gave him a running start in digging up prospects and in selling them.

Father Was Hardest Prospect

In reminiscing, Mr. Johnson smilingly observed that the hardest case of selling life insurance was that of his father. The

DISCUSS THE ENDLESS CHAIN (CONTINUED FROM PAGE 6)

the gate was opened. Six went out onto the train. The seventh one was left behind. He walked up to the bars and looked after them. He was only about seven or eight feet from me. I watched him as the boys went through the gates. They said, 'Good-bye, Jack, write us every week.' Jack waved his hand weakly and grasped those bars. I walked up closer and could see he was grasping them so hard his hands were drawn. After the boys were out of sight I put my hand on his shoulder and said, 'Where are those boys going?'

'He said, with a catch in his voice, 'They are going to college.'

"Why are you not going?"

"My father was a doctor in Los Angeles several years ago. He died when I was three years old. Somehow the investments and money he had didn't last us. For the last two years mother and sister and I have been living here and I have been working afternoons in a dry goods store and going to high school. I have finished high school and now must work and send sister through high school. I can't go to college."

I said, "Mr. Johnson, this boy had met the greatest crisis of his life. Don't you suppose if I could have gone in and sat down with Jack's father when Jack was just a little boy and told him this story that Jack would have gone to college?"

latter was sorely prejudiced against life insurance and felt that the family honor had been clouded when a son of his entered the life insurance game. This prejudice the boy overcame on his first visit home, coming away with a good sized policy written for his dad. Mr. Johnson, by the way, considers his smile a part of his stock in trade, and no matter how annoyed he may be, he has cultivated the policy of never revealing a to his prospect through lack of a smile.

Equipped with his previous experience in selling and determined to make the senior roll of honor right from the start, Mr. Johnson wrote \$25,000 the first week he entered the life insurance field and kept up this average throughout the first four months. This won for him expenses for a trip to the national convention of his company to Gull Lake, Minn. An outstanding policy of this youthful underwriter is to set a goal and let nothing interfere with its realization.

Realized His Ambition

When quite young he had nurtured definite ambitions, to be attained before he was 21. Among them was a trip to California. This he realized by expanding the Gull Lake trip by traveling more simply than provided for by the expenses accorded him by the company, and adding not more than \$50 to his traveling funds. His other ambitions to mature in the stipulated time were to have \$1,000 in cash with which to enter college; to have \$5,000 life insurance in force; and to be one of the youngest Shriners in America. All these he realized, before his 21st birthday. In fact, he had acquired \$8,000 life insurance.

Upon his return from California, he entered college solely upon the commissions obtained from his first four months' effort in the insurance game. And so he continued, each summer writing enough business to cover the college expenses of the following winter, and in addition to help a brother through medical school. Mr. Johnson is also training another brother in the art of life insurance salesmanship. Both he and his brother have just completed the course presented by the Oklahoma Life Underwriters under the direction of Griffin M. Lovelace.

Maintained High Average

During the past summer Mr. Johnson's record showed an average of \$40,000 a month. He plans to devote his entire time to the profession this winter with the hope of going to New York to get his degree, either at New York University or Columbia University next year.

This young chap has definite methods and policies in operating his business that he has worked out from his experience, and from these he never deviates, he said. Continual optimism he believes essential to success, and no matter how much discouragement arises, self pity he considers absolute destruction to successful selling. He carefully studies the lives of great men and makes opportunity to meet and converse with leaders whenever possible. From these he culs ideas which he applies to his own business. To this one factor alone he attributes 75 percent of his success. "Get next to the successful man in the business in which you are working and absorb every word he says," is one of his mottoes. He uses this with his young men prospects, inducing them to mention a successful man whom they admire. The young underwriter then posts himself as to the life insurance program used by that prominent man, and uses it in interesting his young prospect.

Meets Client's Needs

Another policy is never to overwrite a client, preferring to return to him and rectify the mistake if one is apparent; to overwriting, and probably incurring the displeasure of the insured. He is careful never to present a proposition

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until he has procured all information necessary to properly program the insurance of his prospect. He makes an effort to close, upon every visit, staving off any attempt to postpone action until the next interview.

He has made a study of credits and finds that it helps him vitally in his business. Before approaching a man, Mr. Johnson looks into his credit standing. His policy is to collect enough money to bind a contract when the application is signed. For this reason he carries blank checks on every Dallas bank, and when he finishes filling out the application, asks the prospect with what bank he does business. He then fills out a check and hands it to the prospect for his signature, as soon as he has signed the application. He advocates asking for the entire year's premium, without reference to the possibility of quarter payments. "You'd be surprised how frequently it is forthcoming," he said.

Never Loafed on the Job

When asked what he considers the most vital element that made for his success, Mr. Johnson said that it was because he "never felt he could loaf on the job." The hardest fight he has had on this point is to cut work for a ball game, but he feels that he can not afford to yield to the lure. He has no regular hours but goes when he thinks he can make a sale. The first two years of his underwriting the biggest part was written in the evenings. He finds it easier to sell a man in his own home where he is relaxed and not hurrying to get to the next business question that needs his attention. He never calls without special appointment and holds it sacred to be on the minute. In order to attract the special attention of a prospect, he sometimes sets an odd minute, such as 7:29 for the meeting instead of 7:30 for the meeting time. This always arouses interest in the prospect, to know just why he did so, and starts the interview off on a friendly basis.

A favorite question used by Mr. Johnson when entering the office of a prospect is, "Hello, Mr. Jones, are you in a good humor today?" The reaction to this he finds is that very few men will admit they are not in a good humor, and so the conversation opens with a running start. He has trained himself in public speaking and welcomes a chance to address a crowd, because of the publicity it gives him personally. This makes acquaintances for him and brings him in contact with a larger number of people.

Devotes Life to Profession

In fact this youth devotes all his thought, all his life to his profession. There is never a moment in the day that he is not ready to do business. He studies a great variety of subjects to broaden his vision and give him a greater insight into the knowledge of human mentality. Knowledge he believes, breeds confidence, and without confidence he feels he would be a failure in his business.

Perhaps the deepest rooted stimulant to the business efforts of this youthful underwriter is his undaunted determination to reach the top. He is impelled with the desire, not to become the biggest producer in his community, but to enter the national game and eventually to rank with the leaders in his profession.

New Canadian Company

A new insurance company is being organized at Stratford, Ont., which will probably be named the Stratford Assurance. The new Canadian company will incorporate with a capital of \$1,000,000, and David M. Wright will be the first president. The company will principally devote its attention to life, fire, marine and casualty insurance.

W. A. Johnson, formerly with the Bankers Life of Des Moines in Chicago territory, has taken up his residence at Racine, Wis., and will continue representation for the company.

UNIQUE SELLING PLAN

PREMIUM PAID BY VOUCHERS

New Organization Will Furnish Savings Stamps to Merchants Who Pass Them On to Customers

An out-of-the-ordinary method of selling life insurance has been devised and put into operation by the Commercial Underwriters Association at Chicago, which has made arrangements with the Peoples Life of that city to accept business which it writes on a unique plan of payment. The Commercial Underwriters Association has been organized under the common trust law and has announced its plan of operation as follows:

Arrangements have been and are being made with merchants throughout the United States representing all lines of merchandise to furnish what will be known as C. U. A. (Commercial Underwriters Association) vouchers for every purchase of 25 cents. These vouchers which will be in the form of stamps similar to the well-known Sperry & Hutchinson savings stamps will be saved by the purchaser and pasted up in a book furnished by the C. U. A.

Saves Stamps to Pay Premium

As soon as enough of these stamps have been saved to pay the amount of first quarter of an annual premium, based upon the age of the applicant for insurance, he fills out an application blank and a policy in the Peoples Life is issued to him at once. The payments can be made in quarterly, semi-annual or annual installments and medical examination will be furnished free of charge.

One of the large chain stores with which the C. U. A. has already made arrangements to handle its vouchers is the Atlantic & Pacific stores which are scattered throughout the United States and which this organization feels will give it a tremendous outlet for these vouchers and a resultant demand for policies to be issued by them. These vouchers are declared by the C. U. A. to be dividends given by the merchant in appreciation of the patronage of those buying merchandise. It is planned to publish the names of the C. U. A. merchants from time to time.

Direct by Mail Campaign

A direct-by-mail campaign has been instituted by the Commercial Underwriters Association which includes the mailing of a letter describing this plan together with an application for a policy, a condensed rate book showing premiums on quarterly, semi-annual, and annual installments for ages 15 to 60 inclusive, and a small booklet giving some details about the plan with further rates and which includes ten pages on which the stamps are to be pasted. Each page allows space for 100 stamps which make a total of 1,000 stamps in a book, each stamp being given with a

purchase of 25 cents. The value of the book, according to a statement printed on it is equivalent to \$3.75 redeemable in payment of life insurance premiums.

It is also supposed that the various C. U. A. merchants throughout the country will be given supplies of these books and applications to distribute to their customers.

Look for Heavy Business

An executive of the Peoples Life pointed out that this plan should bring a tremendous amount of business inasmuch as the voucher stamps received by a family of even average circumstances would be the equivalent of one year's premium on \$1,000 ordinary life.

It was stated at the Peoples Life office that this plan would be put into operation by the C. U. A. throughout the United States and if applications were received in states in which the Peoples Life is not licensed, an application for license would be made for that state or if the Peoples Life did not care to enter that state, arrangements would

be made by the C. U. A. to furnish the policy of some other company.

Druggists Indorse Insurance

The committee on insurance of the National Wholesale Druggists Association did not content itself with merely investigating the need for fire and kindred lines but delved into the need for life insurance for the association members. Group insurance especially was touched upon when the committee reported this week to the association, meeting in annual session in Detroit. The rest of the report of the committee on life insurance follows:

"In addition to group life insurance, we feel that business life insurance policies should be carried on the lives of important executives and important employees. Frequently, the death of one man in an organization will temporarily materially disorganize that business. A business life insurance policy serves as a heaven-sent anchor to carry the business through a period of demoralization and serves to diminish the losses which might result."

GET WITH A LIVE COMPANY

That's progressive, full of pep and does things for its Agents and Policyholders like the great BANKERS LIFE COMPANY OF IOWA

The most popular company in the field today—with the fastest selling policies ever offered—and backed by an Agency force that's breaking all records.

FOR FULL TIME MEN WE OFFER—

- 1—Free Schooling starting soon.
- 2—Free Circularizing.
- 3—High grade premium notes handled.
- 4—Advances against commissions on high grade premium notes.
- 5—A Line of Special Estate and Income Contract Unsurpassed.
- 6—Rate Book illustrations that help you sell and sell big.
- 7—Preferred disability for professional men and executives that is written by no other Company.
- 8—Regular Disability and Double Indemnity.
- 9—Preferred Risk Rating and Class A, B and C Ratings.
- 10—Covering the entire field as no other Company covers it.
- 11—Monthly Saving plan for employees in groups of five or more.
- 12—Other helps such as no other Agency offers you and backed by a live General Agency Staff.
- 13—if you want to sell the best and most popular Estate Contracts in the Field—Join the Chicago "I WILL" Agency.

Brokerage Business Handled

De FOREST BOWMAN

AGENCY MANAGER

BANKERS LIFE COMPANY OF IOWA

80 E. Jackson Blvd.

Phone Harrison 8054

Suite 637-649



STATE MUTUAL LIFE ASSURANCE COMPANY OF WORCESTER, MASSACHUSETTS

INCORPORATED 1844

Cooperation with its salesmen and service to its policyholders have characterized the
**EIGHTY YEARS OF LEARNING HOW
that**

MAKE STATE MUTUAL FAMOUS NOW

D. W. CARTER, Secretary

STEPHEN IRELAND, Superintendent of Agencies

B. H. WRIGHT, President

Another Forward Step

The Salary Savings Plan opens a new and broad field of life insurance distribution. This Company has adopted it, and thus maintains its front-rank place among the progressive companies whose leadership has been gained by vision and initiative.

This Plan gives life insurance at its best to groups of salaried employees and wage-earners in return for monthly premium payments.

Always room in this organization for men and women who have the forward look, and who look with intelligence and industry and integrity. Unexcelled service, together with three fine monthly agency publications and first-class advertising literature, supply our representatives with an unsurpassed equipment.

The Penn Mutual Life Insurance Company

Philadelphia, Pa.

Organized 1847

If Territory does make a difference	If You are a producer
If Close cooperation is necessary	If You believe in yourself
If A friendly interest is needed	If You want a REAL job
Write or wire	

S. M. CROSS, President

COLUMBIA LIFE INSURANCE COMPANY

Cincinnati, Ohio

LIFE INSURANCE COMPANY OF VIRGINIA

INCORPORATED 1871

RICHMOND, VIRGINIA

Issues the most liberal forms of ORDINARY Policies
from \$1,000.00 to \$50,000.00
with premiums payable annually, semi-annually or quarterly

INDUSTRIAL Policies from \$12.50 to \$1,000.00
with premiums payable weekly

CONDITION ON DECEMBER 31, 1924

Assets	\$ 41,521,228.17
Liabilities	38,164,159.74
Capital and Surplus	5,357,123.43
Insurance in Force	275,540,675.00
Payments to Policyholders	3,036,819.88
Total Payments to Policyholders since Organization	\$35,754,815.15

JOHN G. WALKER, President

THE OLD LINE CEDAR RAPIDS LIFE INSURANCE CO.

A Good Western Company

Up-To-Date Policies Liberal Contracts
Good Opportunities in
Iowa, South Dakota, Minnesota, Nebraska

Cedar Rapids

Iowa

USE OF INSPECTIONS IN LIFE INSURANCE

Walter C. Hill Addresses Southern Industrial Insurance Conference

TELLS OF NON-MEDICAL

New Development Traveling With Seven League Boots—Choosing Examiners Important

I keep six honest serving men
(They taught me all I knew);
Their names are What and Why and
When
And How and Where and Who.

After quoting these words, Walter C. Hill, vice-president of the Retail Credit Co. of Atlanta, addressing the Southern Industrial Insurers Conference at Chattanooga last week, said:

"The whole business world is probably employing these words of Kipling's these six honest serving men, more extensively and more seriously than ever before. Business has grown big and widespread in its operations. The element of personal contact or personal knowledge is very small. Branch offices, agency representation, the chain store principle, is the vehicle of big business. Transactions are made by our representatives, not by ourselves. Authority and responsibility are delegated. Easy credit, high costs, luxurious habits, new standards of living, complicate rather than clarify the business field. Anyone engaged in the information business is constantly impressed with the growing demand of business of all kinds for reliable and efficient organized means of getting information about the people they deal with.

What Should Be Known

This is especially true of life insurance business. A man comes out of the 120 million people of our country and asks your company, through an agent, for a policy of insurance. You are certainly in order then to ask:

What—is the reputation for character and habits of this man among people who know him personally?

Why—does he qualify for the liberal feature of our policy at standard rates?

When—are we likely to have to begin paying him instead of having him pay us?

How—does he live and protect his health?

Where—does he live and work and play?

Who—is it that wants us to create an immediate estate of thousands of dollars on the payment of a few dollars premium?

Not a New Development

Because the last few years have witnessed a much larger use of reports than known before, I have heard some people speak of them as a new development in insurance. The inspection idea is not new. The facilities for getting reports, and the practice of using them before the issue of policies, and as a system on all new policies, might be regarded as new. This, of course, comes as a result of the better facilities available for getting them.

Inspections on Small Policies

Some industrial companies have required inspections on small ordinary policies through the superintendents of their industrial agencies, referring only applicants for certain amounts, \$2,500 or \$5,000 and up, to the agencies for inspection. This, however, is rapidly changing, and most of them, especially the members of this group, are getting

agency inspections on all ordinary plan policies, including \$1,000. Though this is a small risk as insurance goes, these policies make up a large strata of any company's business, and if every standard precaution is not taken there is bound to develop, in time, an accumulation of bad business that will become a tax on the mortality.

Effect of Size on Average

If we were on the other side and were writing this business, we would in the light of our own experience, inspect it. There is no single stratum of business, grouped by amounts, which shows so large a percent of unfavorable information as the reports on applicants for amounts of \$1,000 and \$2,000. This is a perfectly natural and normal condition to expect. People who deal in larger amounts are, as a class, better housed, better fed, and better clothed. They live easier, have more and better medical attention, and are better informed and better groomed in all life's affairs. In the very large amounts, we strike a hazardous group of moral hazard, but in the ordinary run of business the percent or frequency of helpful reports is largest in the smaller amounts.

Inspections Pay in Unexpected Way

The use of inspection reports pays in many ways. For a long time, we saw nothing more in them than a means of declining certain hazardous risks which might otherwise find their way to our customer's books. We, ourselves, did not realize their great restraining influence on the agent, resulting in so much better selection on his part. Of course, the home office instructions and literature set out clearly enough the kind of risks the company wishes to avoid, but an agent writing business is guided more by what his home office does than by what it says. When an agent sees his home office acting on its standards, even though he may have failed them, taking only the clean business, rating up risks with personal or occupational impairment, and declining the kind of risks they tell him will not be acceptable, he sees an element of meaning in the instructions that commands his cooperation.

Can't Blame Agent

No agent wishes to be constantly showing up at a disadvantage, nor is it profitable for him to be writing risks that won't be issued. But, a company cannot blame him for offering John Doe, a doubtful risk, if they have previously, through lack of adequate information, sent him a policy on Richard Roe, also doubtful. Consistency in home office action is very important. It does not reflect on the agent's integrity when I say he wants to get through all the business he can. His interest lies in that direction. You may count on him for many things, but don't look to him to write the business and inspect it, too.

Enables Insurer of Some Cases

Another value we have learned about reports is that they get some cases issued which, without full information, would have been declined. This is especially true with companies who use the rating system and fit the premium to the risk. I have seen the record of a company which used 1,776 reports over a certain period; 177 of these carried unfavorable information, yet only 11 of the applicants were declined. The remaining 166 were issued. Now, a few years ago, a much larger part of this 177 would have been declined, but with better information and the modern plan of rating hazards, more people get insurance, the agent gets his commission, and the company gets an adequate price.

Non-Medical Important

Non-medical is the latest great development in life insurance, and it is traveling in seven-league boots. I was recently in Canada, where non-medical was first written on this side. They started five years ago writing \$1,000 limited to certain ages. Gradually they have advanced the amount until \$2,500

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is the average limit, and this summer three companies moved it up to \$5,000. In this country we started less than a year ago. Now, 55 companies are writing it. Some have already gone to \$5,000. Even \$10,000 is accepted in employed groups on the salary allotment or salary budget plans, and as additional insurance on policyholders previously examined.

Strides Rapid

Our rapid strides in this rather untried field amaze some of our Canadian friends. They call it rashness, and think we are traveling too fast in taking such large amounts of business on a plan that leaves out one of the recognized bulwarks of selection, in a country where the laws and court decisions are so uniformly in the interests of the assured, as contrasted with Canada, where the companies feel they have at least an even show in equity.

It is, of course, too early to talk of mortality experience, but so far the signs are favorable. New companies are constantly coming in the field, and the tendency of those already in is to liberalize the restrictions with which their first offers were put out. The proportion of new insurance written without examination is increasing with amazing rapidity. It sometimes makes us gasp to see how rapidly examination is being abandoned. We don't believe there is any possible question as to the ability of a good doctor to give material assistance in selection, but this growing willingness of the companies to write business without employing him, raises the question of whether, as a group, the doctors have been doing it.

Emphasizes Inspection Value

The value of inspection is, of course, emphasized in non-medical. It must take up the whole burden of furnishing underwriting information independent of the interested parties—the agent and the applicant. So far, both in Canada and in the United States, inspection has been inseparable from all forms of insurance without medical examination, and if through it the companies can successfully write new business, whether in small or larger amounts, without the expense of medical examinations, then inspections are indeed a value to insurance companies and a means of saving a large item of expense.

The double indemnity and total disability features of modern policies have brought the problems of accident underwriting into the life insurance business. The total disability clause involves many features of the applicant's health and health history, and requires more specific information than would be required by life coverage only, as respects his income and the hazards of his employment. I doubt if these supplements to standard life coverage, as we knew it a few years ago, would have been carried so far as we now have them, if very capable and dependable inspection service had not been developed.

Claim Reports Required

One of the rapidly growing features of our business is the reports on claimants for total disability benefits. It is increasing over 100 percent on its own volume each year. Most companies writing this coverage get a report on each claim. When on a contract of insurance, the assured who has agreed to pay so much each year, now comes and claims payment of so many dollars a month for the rest of his life, the carrier is certainly in order to ask a few questions of a disinterested witness. The Six Honest Serving Men are at your hand:

What—is his present physical condition?

Why—should we pay him instead of receiving payment from him?

When—did he become disabled?

How—long is he likely to be disabled?

Where—was he employed when he became disabled?

Who—did the best forecasting in this case, the assured or the company?

The disability feature prompts more attempts at misrepresentation probably

Prospects or Suspects?

HAVE you ever written three or four applications in a day—then wondered what caused it—and finally decided that you have devoted that day to **good prospects**?

Prospects are profitable. Suspects lose you money.

Agents working under the American Central Plan devote **every day to good prospects**.

This is a part of the Plan. The pre-selection of prospects, the pre-approach, the canvass, control of the interview, close, the handling of notes, and definite resale campaign are all parts of this Plan by which successful agents are professionalizing their insurance work and their insurance service.

We are now operating in twenty-three states, and under certain conditions will enter additional states. Details of the American Central Plan and our methods of operation will be given gladly to anyone interested in considering a connection with us.



AMERICAN CENTRAL LIFE

INSURANCE CO.

INDIANAPOLIS

ESTABLISHED 1899

HERBERT M. WOOLLEN, President

NUMBER ONE IN A SERIES OF INFORMATION ADVERTISEMENTS



George Washington Life Insurance Company

CHARLESTON, WEST VIRGINIA

HARRISON B. SMITH, President

presents opportunity for liberal contracts covering definite territory with Home Office registry and with power of appointment of sub-agents.

The States of West Virginia, Virginia, Ohio, Kentucky, Tennessee, South Carolina, North Carolina, Georgia, Michigan, Oklahoma and Washington.

Address

ERNEST C. MILAIR, Vice-President and Secretary

THE SECURITY LIFE INSURANCE CO. OF AMERICA

O. W. JOHNSON, PRESIDENT

**WANTS: A FIELD ORGANIZER
CONTRACT—SALARY AND EXPENSES**

**WANTS: GENERAL AGENTS AND MANAGERS
CONTRACT COMMISSIONS OR COMMISSIONS
AND EXPENSE ALLOWANCE**

Only Men of Experience Whose Records Will Bear the Closest Inspection Will Be Employed

Address S. W. GOSS, Vice-President, The Rookery, Chicago, Ill.



OPPORTUNITY

Continental Agents ***KNOW
WHAT IT MEANS***

Continental Assurance Company
910 South Michigan Avenue
Chicago, Ill.

Life Companies!

*6% Real Estate Mortgages
are a profitable investment*

THE Irving National Mortgage Company, an experienced and conservative house, offers to insurance companies for investment an unusually attractive group of 6% First Mortgages which meet in every particular the requirements of insurance companies.

All of these mortgages are secured by First Mortgages on Improved Real Estate located on Chicago's Great Northwest side, a stable and flourishing section of the city. They are offered only after a most thorough investigation of the property and borrower and after receiving the approval of a loan committee composed of Real Estate men, Contractors and Bankers of wide experience.

This proposition is sound and awaits your investigation. We are confident that we can serve you to advantage.

Irving National Mortgage Co.
Under National Bank Management
4201 Irving Park Blvd.
CHICAGO, ILLINOIS

Offices with
Albany Park National Bank
Irving Park National Bank
Portage Park National Bank

than any feature of life insurance coverage. Companies must always be on their guard. All the information available is needed, not only when the claim is first presented, but from time to time as payments are made.

Medical Examiner Reports

What about the medical examiner? Hasn't he a part to play in these affairs of underwriting and of claim adjusting? We certainly agree that he has. But he doesn't always cover all the ground. Companies find it difficult to impose their conditions on doctors. Doctors have rather set their own standards, and the companies have to take them about as they find them. They hold the presumption of carefulness, thoroughness, and the application of their knowledge and ability, but if time unfolds, through early losses, which should have been avoided, that this has been a presumption only, then the companies have no redress but to change examiners and hope for better luck on subsequent business. There have been several attempts, but nothing very effective so far, by way of cooperation among the companies to get examiners who always, really and truly, discharge the responsibilities they are paid for.

Urge Selection of Examiners

I am confident a great deal can be gained by the companies through a more careful selection of examiners. I doubt if any medical director would confess any lack of care in this direction, but I know any number of them who are satisfied to check a name sent in by an agent in Polk's Directory to see the college from which he graduated, and send out a form to two or three doctors in nearby towns for their O. K. to the name. I know others who are content to use the entire state list of some other company, similarly appointed probably. These plans may show a very satisfactory operating expense in the medical department, but they expose the company to claims that may count heavily in the loss ratios. Appointment of an examiner is an employment transaction. There are many items of information needed besides his name, or his college, or the form letter expressions of other members of the profession. Subject him to the scrutiny of the Six Honest Serving Men:

What—is his reputation for integrity and sobriety?

Why—should you prefer him to others?

When—is he likely to be swayed by religious, Klan, or political differences in the community?

How—is he classified locally with other doctors?

Where—does his practice classify, general or special?

Who—is this man to represent the professional or selective standard of our company in his community?

There are many companies who get this report, this layman's point of view, on every examiner they appoint, and at certain periods, usually five years after appointment, reinspect them to drop out examiners who have fallen below, their standards: Bad habits, politics, specialty practice, etc.

Agency Reports

If all the problems of agency were perfectly solved, there would be little need of examiners or inspectors. When in the future there comes an agency manager who can solve the riddle of how to get agents who will write nothing but good business and write enough of it, then we may lay off our Six Honest Serving Men in the insurance business. In the meantime, we recommend them to you in the employment of your agents, general, special, and common.

Seek Five Million for Melson

"Five Million for Melson!" is the slogan adopted by the agency organization of the Continental Life of St. Louis, as October has been set aside to honor Edmund P. Melson, president of the company, whose birthday will fall during the month.

GETS MORE ATTENTION

AN IMPORTANT DEPARTMENT

R. G. Neuendorffer, Guardian Life, Tells Office Management Body About Personnel Work

Among the home office service departments of life insurance organization, the personnel department has in recent years been given more and more attention, according to R. C. Neuendorffer, secretary of the Guardian Life, who declared that the origin of personnel work was probably the desire to bring some order into the chaos which held forth in the problem of hiring and firing.

"The need for centralized employment was felt so that the new employees entering the organization in different departments would come up to a set of requirements which would be uniform as to the company," declared Mr. Neuendorffer in his address to the life office managers at the Edgewater Beach hotel last week. "When the hiring and firing was left exclusively to the different department heads, there were usually as many kinds of standards as there were department heads.

Introduction of Tests

"The next step in the development of central employment was the introduction of educational and intelligence tests. Job analysis or finding out just how the person will fill the bill was the next logical development of the personnel department. As the outcome of such developments have gradually evolved a measure of the comparative merit of clerical services and the equalization of salaries for similar grades of work. From the classification of clerks and the corresponding classification of salaries, it was an easy matter to deduce priority principles that would be used in fitting salary increases to the budget of the company with the most beneficial results to the organization in the way of encouragement to the deserving clerks. The personnel department must see to it that not only are persons with requisite education engaged but that the present employees carry on their work beyond school requirements to meet the needs of the growing organization.

Can Fit Study to Individual

"Facilities for pursuing continuation courses of a technical nature are best extended upon a recommendation of the personnel department when it is familiar with the past history and the present tendencies of the individuals making up the organization. The supervision and conduct of training activities for the direct requirements of the home office and the imparting of accumulative experience to new employees together with the carrying out of standardized methods is a part of the service that the personnel department should give.

"Transfers of clerks from one department to another, attendance records and interviews with individuals who fall short of the requirements are only a few of the items through which the personnel department can function to best advantage for both the individual and the company.

Clearing House for Ideas

"It is likewise obvious that a personnel department properly organized acts as a clearing house of ideas and is the means for better management because it brings out leads and facts having a material bearing upon the production and methods of improving production. It enables the making of intelligent decisions in the formulation of administrative policies and the treatment of individuals which are bound to work to the advantage of departments, individuals and the companies. The personnel department is a binding element for the organization and can be of value to all employees as a welfare department, as well as an overseer of the hiring and firing for the various departments."

FLORIDA LAND BOOM SELLING INSURANCE

It is Also Taking Quite a Few Producers From the Life Companies

REAP EASY HARVEST

Owing to Inflation of Values Many Company Executives Look for High Lapsation Ratio

Ever since the Florida land boom got its second wind and became a real factor in the investment and real estate world, life insurance companies have felt the effect on their producing staffs of the call of the shades of Ponce de Leon for salesmen to sell the lands he discovered years ago.

Other lines have lost men to the real estate business, as the lure of easy and big money has drawn from many fields of endeavor. There is an adage that "There are no short cuts to the true business success," but every so often some scheme calls on salesmen to seek greener pastures across the hill.

Life Business Shows Increase

It is a matter of cold record that the life insurance business itself has showed great gains in Florida in the last several years, and the insurance companies there have aided the real estate business in getting salesmen from life companies which are not interested in Florida. In the beginning the company executives who stood to lose some of their men viewed the situation with alarm. Every effort was made to persuade the men to pass up the Florida urge. Failing in this, most of the companies are now contenting themselves with keeping in touch with the men who leave for the south, and letting them understand that their place is ready for them when they are ready to return.

Not all of the Florida-bound salesmen take advantage of this "return trip ticket," it has been pointed out, but many of them come back better and wiser for the experience.

Many Policies Will Lapse

The amount of life insurance written by those who have gone to Florida to follow their own profession, and by those salesmen who were already established there, has reached a large total, but much of it is thought to be of a speculative nature written on the lives of real estate operators and will undoubtedly lapse when the stabilizing period is reached.

Just when that time will come, it is hard to foretell. The development on the east coast seems to have reached the point of saturation and there is a trend toward the central and west sections. The inflation of prosperity had its inception at Miami, but as a whole, it has been pointed out, the more stable development is taking place in the southern part of the state.

Development Is Extending

Men of large affairs have also shown a tendency to buy up large holdings on the gulf in extreme western Florida, and it is possible that this section will follow the east coast with another boom.

Some of the life companies which have been offered big policies of a speculative nature are willing to write them with a fair knowledge that it may only be a sort of term insurance. Other companies are choosing their risks more carefully in an effort to select against high lapsation.

That there are two sides of the question for the life companies to consider is further shown by the statement of

Hearty Endorsement



Main Entrance to the Magnificent New Home of The Lincoln National Life

Lincoln National Life agents are enthused about their Salary Savings System. Letters telling of splendid results are reaching the Home Office every day.

Under the Salary Savings System the employer deducts the monthly premium on any form of Lincoln National Life policy from the pay of the employee. Individual policies are issued and with certain restrictions it is conducted on a non-medical basis.

The Salary Savings System is so simple and yet so helpful to the agent that it furnishes another substantial reason why it pays to

LINK UP WITH THE LINCOLN



The Lincoln National Life Insurance Company

"Its Name Indicates Its Character"

Lincoln Life Building

Fort Wayne, Ind.

More Than \$375,000,000 in Force

Robert D. Lay, vice-president of the National Life, U. S. A., who declares that the land boom has made two impressions on the life insurance business.

Two Sides to Question

"First," he points out, "it has created a heavy turnover of agents because so many men think they can make fortunes instead of incomes by switching from life insurance work to real estate promotion. Second, the great prosperity, temporary and otherwise, has enabled people in Florida to spend more money and as a result the life business has had an expansion."

"The business is coming from the entire state as far as geography is concerned. The principal contributions, of course, are coming from centers that are key points, such as Tampa, St. Petersburg, Sarasota, Orlando, Daytona, Sanford, West Palm Beach and Miami. Since the greatest volume comes from such territories it is only logical to presume that there is where the agents are doing their greatest work."

Resort Cities Are Developed

"Florida is developing especially around the so-called resort cities and other similar places of which it is the hope to make resort cities, and in the agricultural districts heretofore undeveloped, such places as Fort Pierce, Vero, around Lakeland, Orlando, Sanford, Kissimmee, Plant City, Fort Myers and Sebring. The section around Palatka and St. Augustine has been fairly well developed from year to year."

"Just at this time Jacksonville promises to receive the greatest impetus since it is becoming a center of a boom rather than merely a port of entry to the great sea of real estate speculation."

Will Continue as Good Field

"As a life insurance field I predict Florida to be one of the greatest in America. Healthful conditions prevail there, it is a new country—the spirit of optimism exists, and I have no doubt

it will become one of the greatest life insurance places in America."

Despite the fact that Florida is the scene of much life insurance selling, it has been pointed out that the climax will be reached shortly and that there are already plenty of life men there to take care of the business. Companies, however, find that this fact does not deter their men, and practically every company in the business has lost some men.

Few Large Producers Go

In most cases it is the small producer who pulls up his stakes and moves to the gulf, but some of the large producers have felt that they could either sell real estate or insurance to the new-rich and to the promoters. That many of them will come back and be glad to have their old places again is the general consensus.

Agent Is Honored by His Community as an Outstanding Citizen

PAUL F. CLARK of the John Hancock at Boston told the convention of the National Association of Life Underwriters at Kansas City last week of the remarkable standing in his own community that Isaac S. Kibrick, an agent at Brockton, Mass., has achieved. Mr. Clark closed one of the sessions with this story:

"I want to tell you a story of a man who I believe knows the value of a clientele as no man that I know. Back in the city of Brockton, Mass., almost within the boundary of Plymouth where America was started, a little town of 70,000 people, is a man who I wish might have been here, whose name is Isaac S. Kibrick. Ike Kibrick, as we know him, is a real life underwriter from every point of view. Eighteen years ago he came to this country from Russia, unable to speak the English language,

and his first job was delivering newspapers in the downtown section of New York, but in the beginning he began to build a clientele because when his customers were not able to find their paper at night because some boy had stolen it Kibrick would go around and deliver a second paper and pay for it himself. Finally he became known as a good newsboy, and later on he went into a shoe factory and swept floors. Later on he became a shoe worker and finally got the vision of life insurance in Boston.

Ten Million on Books

"In November last year 300 people met in the city of Brockton and figuratively turned the keys of the city over to Kibbrick. He had lived there nine years. He had in force at this time on the books of his office \$10,000,000 of insurance which he had personally written and paid for. A man of that city said to me: 'We gave Kibbrick this party because he is the greatest little citizen in our city.' I want you to all get this, as he is a life underwriter who does nothing but sell. He said, 'We often wonder how we got along before he came, because there is no activity, no civic affair of any kind that Kibbrick does not take part in.' No man in Brockton that does not know him, and he has built a clientele so that today he says that 20 or 30 percent of his business comes unsolicited. I asked him what the reason for his success was, and he said, 'I don't know unless it is this one thing that I make it my business to do a good job the first time.' Men, if we would do a good job the first time, we have made a client. If we don't do a good job we have not."

"In our agency we have a little epigram on which we have tried to build our organization, but I think it sums up in a very short and concise way the whole idea of the meeting this morning, and I am going to repeat it for your thought as you leave: It is from the Rubaiyat of Omar Khayam, and it is this: 'For when the one great scribe

comes to write against your name, he writes not that you won or lost, but how you played the game.'"

OLD LINE LIFE HOLDS RALLY

Milwaukee Company Has 125 Leaders From All Over Country in Attendance—Hartberg President

MILWAUKEE, WIS., Oct. 7.—One of the most successful rallies ever held by the agency force of Old Line Life took place last week at the home office in Milwaukee. Star Leaders of the company, to the number of 35, gathered on the first day for their annual meeting, and N. Gust Hartberg, Marinette, Wis., took office as new president by virtue of his leadership in business volume. General Agent H. E. Windham of Oklahoma City, Okla., was elected first vice-president and the firm of Gilliam & Cahill of Los Angeles, second vice-presidents, through L. M. Cahill, its representative. F. X. Bodden, vice-president and chairman of the finance committee of the company and also vice-president of the Marshall & Ilsley Bank of Milwaukee, was the principal speaker. He pointed out that economic conditions were better than normal throughout the whole country, and particularly in the agricultural areas.

At the agents' meeting on the following day, Phil A. Grau, former director of organization at Marquette University in Milwaukee, discussed "Sales Service," pointing out some broad roads and pitfalls in selling. The question box, established for the first time at an Old Line Life agents' rally, proved highly successful. Discussion of income insurance and salary saving, two features now being stressed by the company, proved highly interesting and profitable.

More than 125 agents from all parts of the country were in attendance.

New Home Office Building of Ohio State Life at Columbus, O., Nears Completion

The Ohio State is preparing to move within a few weeks into its handsome new home office building a few squares east of the state capitol in Columbus. The accompanying picture shows the first unit, which is nearing completion, and the proposed building when all the units have been finished. These will be added as occasion requires. The first unit extends 120 feet on Broad street and 60 feet on Grant avenue. The completed building will run 190 feet on Broad street and 187½ on Grant avenue. In commemoration of the Ohio State Life's moving into its new home, it is putting on a campaign for new business, with \$5,000,000 as its goal. Approximately 350 agents in ten states will take part in the campaign. This will be the second canvass to be made by the company this year. Members of the field force originated and carried out the other campaign in honor of the 19th anniversary of the company and as a tribute to President John M. Sarver. The goal in that one was \$7,500,000 and more than \$8,100,000 of new business was sold.



October 9, 1925

IS SOLVENT AND SURE**LIFE INSURANCE POLICY SAFE**

American Life Convention Secretary Declares Contract Is Best Bond on Market—"Fundamentally Solvent"

The mathematical certainty and absolute safety of life insurance are the two features of the subject to which Thomas W. Blackburn, secretary and counsel of the American Life Convention, has paid particular attention in a booklet he has issued recently under the title of "Fundamentally Solvent."

Legal reserve life insurance, he declares, is an unique demonstration of solvency, safety and permanence, being a combination of elemental principles which combined in a policy, become the most dependable commercial and fiduciary agreement ever devised by man.

Revokable by One Party Only

By law and by stipulation, he continues, the policy is contestable after a definite period. It is unlike any other gainful undertaking, because one of the contracting parties is irrevocably bound to perform, while the other may abandon it at will. Mathematically certain and based upon the immutable law of God that death cannot be avoided, the policy performs its functions if the policyholder pays his premiums.

Under that other established order of the Great Creator, the law of averages, the actuary calculates the dates when the group of policyholders will individually mature the policy obligations of the company, and determines the deposits required annually to meet and discharge those obligations as they become payable, to the last survivor or last persisting contributor of premiums.

Bad Methods Things of Past

For many years the opinion was more or less prevalent that young members constantly added to a group would maintain the average mortality. The wrecks of so-called life insurance organizations which undertook to meet their accruing obligations upon this basis have exploded the theory completely. Furthermore, there was a fixed opinion twenty years ago that "adverse selection" must be offset by continuing additions of selected young policyholders.

"Adverse selection" or "selection against the company" was a matter of very deep concern to life insurance experts. Even today, some apprehension reaches across the "curves" and blurs the "theory of probabilities" to some extent. The argument was plausible. It asserted that when a company for any cause, ceased to transact new business, it would experience the withdrawal of the insurable policyholders who could go elsewhere for protection, but would hold in its organization the impaired lives, who would be unable to secure policies elsewhere.

No Such Word as Fail

This theory has not been established as a fact by American experience. As many as one hundred life insurance companies have ceased for one cause and another to write business and in forty-five years no life insurance company which continually operated on the regular legal reserve plan from date of organization, has failed with loss to policyholders.

In the bright lexicon of legal reserve life insurance there is no such word as fail. Performance by the company is guaranteed by the reserves and with reserves maintained unimpaired, there can be no possible disaster which will destroy the individual or collective obligations of the company to the policyholders and their beneficiaries.

Not a Question of Size

Size and assets in life insurance are purely relative items. Neither has any compelling force affecting the ultimate result to any individual contract. The

ten million dollar company is as safe as the ten billion dollar company. Each must necessarily create the same relative reserve to meet policy obligations.

In no other form of commercial endeavor or fiduciary undertaking is the performance so absolute and dependable. There is a company in the middle west which was organized in 1857. It has confined its business to one state. The total volume of its risks is less than \$10,000,000. It never in all its career added as much as a million of new business to the volume of the preceding year. It is one of the smallest companies in the American Life Convention, judging by its volume, and its assets exceed \$2,000,000. If it should discontinue writing new business it could and would liquidate every policy obligation in accordance with its terms.

A Going and Solvent Concern

In 1907 a Georgia company had a total volume of business aggregating \$42,000,000, represented by 13,390 policies. That company has written no new business for nearly 15 years. Its volume has been depleted until there was in force Dec. 31, 1924, \$6,296,450. Its assets are \$3,050,099. Its reserve to pay outstanding policies is \$2,798,286. Its income in 1924 was \$369,895 and it paid more than \$240,000 to policyholders and beneficiaries in that year.

Any actuary will tell the reader that the foregoing figures represent an institution with going value and complete solvency. These two companies represent the two extremes of life insurance. One has been slow-growing, conservative and sound at all times. The other had a very rapid growth under methods disapproved by the department of insurance and was taken over by the department and operated thereafter under direct departmental supervision. They illustrate the truth of the statements made herein. Size and age are not material.

Safest Bond on the Market

A legal reserve life insurance policy is the safest bond in the market at all times of the year and in all the years it remains in force. Fundamentally, every legal reserve life insurance company is sound, safe, dependable and its policyholders are secure. There is no other business so thoroughly supervised and no other business where integrity of management is so essential to financial success.

The sixty-four billion dollars of life insurance now guaranteed by the 250 or more legal reserve life insurance companies, represents thirty million estates voluntarily created by about the same number of individual policyholders. Each of these estates was created in the first instance by the payment of a deposit of about 3 percent of the face amount of the estate.

Can and Should Be Proud

With these facts and others quite as interesting, the life insurance agent may justly take pride in his calling and profession. He represents the great Institution of Life Insurance, and if he is wise he will talk the institution and not the company. His company connection is purely incidental. He should, and trained men do, where the fact is involved in discussion, say:

"All legal reserve life insurance companies are good."

Western & Southern Promotions

The Western & Southern has announced two promotions. G. J. Blinz, formerly home office inspector of Division F has been appointed superintendent of the St. Louis-Manchester district. C. H. Fruth, who has been assistant superintendent at Fostoria, O., has been appointed superintendent of the Lafayette, Indiana, district.

The Western & Southern held divisional conventions every week during September.

Alfred M. Mendel of Milwaukee, associated for the past 15 years with David Adler & Sons Co., clothing manufacturers, has joined the Wisconsin general agency of Penn Mutual Life as a special agent, according to Paul H. Kremers, general agent.

SERVICE TO OLD POLICYHOLDERS WILL MEAN A NEW RECORD FOR SEPTEMBER

Reproduced from *The Union Central "Flash,"* August 20, 1925

Reasons

One reason it is so easy to sell Union Central Life Insurance is because our policyholders are so completely satisfied with their Company. As a result 38.6% of our new business this year has been purchased by old policyholders.

One reason Union Central policyholders are so completely satisfied is that the Union Central Agent renders them constant and competent service.

One reason the Agents like to render this service is because the Home Office makes it easy by backing them up in every effort.

The Union Central

Life Insurance Company

CINCINNATI, OHIO



NON-MEDICAL WE WRITE NON-MEDICAL

BECAUSE it enables our representatives to close more business in less time.

Non-Medical is now a characteristic and important part of West Coast Service in all our continental territory except those States where an examination is required by law.

WEST COAST LIFE
INSURANCE COMPANY

The only company on the Coast carrying Group Insurance

NU-4

Satisfaction

There is a sense of satisfaction in representing a Company which has long been known as the "Policyholders' Company" because of satisfactory service to its members for a period of eighty years.

**The
Mutual Benefit Life Insurance Co.
Organized 1845
Newark, N. J.**

AMERICAN NATIONAL INSURANCE COMPANY

of
Galveston, Texas

W. L. Moody, Jr.
President

Shearn Moody
Vice-President

W. J. Shaw
Secretary

Substantial increases every year

*Ordinary and Industrial
Life Insurance In Force*

June 30th, 1925
\$269,479,554.00

ASSETS
\$21,606,568.43

**Good Territory in Twenty-Three States,
the Republic of Cuba and Hawaii**

GIVES LIFE INSURANCE STRONG ENDORSEMENT

Pittsburgh Banker Shows the Mutual Advantages of Cooperation

PAYS A HIGH TRIBUTE

Explains Operation of Insured Savings Accounts and Indicates the Growing Use of Trusts

A. C. Robinson, president of the Peoples Savings & Trust Company of Pittsburgh, Pa., addressed the recent annual convention of the American Institute of Banking on "Life Insurance and Trust Company Cooperation an Economic Necessity." His remarks, which follow in part, were interesting because of his high regard for life insurance:

"Ingrained in the American mind is the necessity of meeting premiums on insurance promptly, in order to avoid penalties, real or imagined. As a matter of fact, in our plan, the cost of a year's insurance is paid in advance, and there is no legal obligation for the depositor to make his monthly deposits on a stipulated date. You may be sure that we do not stress this fact, and he deposits under the idea that it is imperative for him to get his monthly deposit in on the exact date. We foster this idea by being passive to the facts, as the only penalty attached, after the annual premium has been paid, is a slight disarrangement of the 4 per cent interest computations which we have figured in advance. Should the depositor become too irregular, we can close the account. The results of our experience with the insured savings accounts show a remarkable decrease in mortality of accounts as compared with regular savings accounts, and a steady growth in balances."

Concrete Example Given

"A concrete example of the practical working of an insured savings account, as used by us, will be sufficient to give you a general idea of the whole scheme: Let it be supposed that you are 35 years old, and are desirous of securing for yourself the sum of \$1,000. You come to our company and make an initial deposit of \$7.45, agreeing to make a similar monthly deposit for a period of 120 months. Multiplying \$7.45 by 120 gives \$894, the gross amount of your contract. If you are living and have kept up your payments regularly during the period, at the end of the 120 months you receive from our company \$1,000 in cash. But should you die at any time prior to the consummation of your agreement your heirs will receive the \$1,000 in full, regardless of the amount standing to your credit in your savings account at the time of your demise."

Interest at Four Percent

"That, in substance, is the basis of the idea. In our case, the monthly deposits are credited interest at the rate of 4 percent, which accounts in part for the profit of \$106 above noted between the \$894 which you deposit and the \$1,000 which you withdraw. On a regular 4 percent savings account left undisturbed, the interest would amount to about \$75 more, and this amount is the actual carrying cost of the ten years' protection, which guarantees to your heirs the total amount which you have contracted to save."

"Please bear in mind, we do not sell life insurance; we act as agent for our depositor in buying it for him. We get no profit or commission from his insurance premiums."

Differences in Rates

"There is a slight difference in monthly deposits, depending upon age; \$7.45 monthly between 18 and 40, \$7.59 monthly between 41 and 45, \$7.84 monthly between 46 and 50. We do not accept accounts from those over 50."

"Practically speaking, anybody can join the insured savings plan. Certain restrictions are placed upon occupations which statistics indicate to be hazardous."

"With the exception of the actual carrying cost of the insurance, the depositor has absolute control of his money,

exactly as if it were in a regular thrift account. The net amount to his credit is always clearly shown in the pass book which is given to him at the time the account is opened, which amount he can withdraw in full, subject to the usual rules of thrift account withdrawals. This feature is an extremely important selling point in presenting the plan to the public."

"If the depositor finds himself unable to continue, he has his choice of withdrawing from the plan, or he can hypothecate his bank book as collateral for a loan, the proceeds of which can be applied to extend the payments over the period of his inability."

Holds Savings Accounts

"It is trite for me to observe to you that America is a nation of good beginners but poor finishers when it comes to their savings accounts. The principal reason why I am so enthusiastic about applying life insurance to the thrift account is that it brings with it the urge of compulsory payments, which carry men and women through to their goals over obstacles real or imagined. Our experience indicates that when worth while men and women commit themselves to an insured savings plan, they execute their contracts with regularity and tenacity."

"Ingrained in the American mind is the necessity of meeting premiums on insurance promptly, in order to avoid penalties, real or imagined. As a matter of fact, in our plan, the cost of a year's insurance is paid in advance, and there is no legal obligation for the depositor to make his monthly deposits on a stipulated date. You may be sure that we do not stress this fact, and he deposits under the idea that it is imperative for him to get his monthly deposit in on the exact date. We foster this idea by being passive to the facts, as the only penalty attached, after the annual premium has been paid, is a slight disarrangement of the 4 per cent interest computations which we have figured in advance. Should the depositor become too irregular, we can close the account. The results of our experience with the insured savings accounts show a remarkable decrease in mortality of accounts as compared with regular savings accounts, and a steady growth in balances."

Attracts Desirable Class

"In addition to putting the urge of regularity back of the savings account, this plan that I advocate, or any plan which will accomplish the same results, has the further advantage of attracting to the bank a clientele of thinking, serious minded people, whose influence and other business is an immediate factor of growth."

"The insured savings plan is not sweeping the country because it is a sales proposition, and the bankers of America are not highly endowed with sales ability. I assert, from a wealth of practical experience, that the insured savings plan as we have worked it, is economically sound, thoroughly practical, and highly desirable to all parties of the contract. Admittedly, it is expensive business to secure, simply because it is an innovation depending upon mass mind acceptance and action for its success. It is expensive to merchandise anything from a cold start, regardless of how meritorious the product may be, by the combined and intelligent resources of the American banks, in order that the general idea may be thoroughly understood."

Appeals to Masses

"The persistency with which the idea is living, the enthusiasm and eagerness with which the account is accepted when it is clearly understood, the thoroughness with which it is advertised by those who are already sold, the certainty of growth in deposits, all indicate that sooner or later some plan will be worked out whereby the basic idea can be economically sold for mass consumption, permitting banks everywhere to reap benefits without burdensome expense."

"Life insurance, so well described as 'The love which ceaseth not with death,' has a very direct and intimate

relationship. Broadly structured much upon I I sometimes pulled out too items of neglecting brains, a

"Life is economic fact, its ramifications stood by the duants, to companies citizens as much be afford. "The in particularly out of the colossus lurks in the attitude conception the soone are made be on a s

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relationship with American banks. Broadly speaking, the entire credit structure of America is based not so much upon physical and tangible assets as upon human ability to maintain them. I sometimes think that we bankers have pulled our perspective out of focus by too intense scrutiny of the material items of the balance sheet, and by neglecting the replacement of human brains, a prime constructive factor of all assets.

Insurance Not Understood

"Life insurance, one of the great economic factors of American life, is yet in its infancy. Its great potential, its many ramifications, are not thoroughly understood by the masses. I believe that it is the duty of bankers, as public servants, to cooperate with the life insurance companies of America in convincing our citizens of the vital necessity of buying as much life insurance as can possibly be afforded."

"The institution of life insurance particularly needs our help. It is not yet out of the mire of prejudice. Despite the colossal increase in sales, there still lurks in the subconscious mind a negative attitude. The sooner this erroneous conception is permanently eradicated, the sooner the virtues of life insurance are made plain, the sooner will America be on a sounder economic basis."

Can Endorse Insurance

"I submit that it is one of the first duties of the American banking fraternity to teach America to die at par, and the only way this can be surely done, in view of the uncertainty of life, is through the medium of life insurance. The banker should take a big position in this matter. Obviously he cannot recommend any particular company, nor is it necessary, but he can, with perfect propriety and in high altruism, endorse the institution of life insurance to his community, which indorsement, by virtue of its source, will carry a weight of authority unobtainable by individual agents, working, as they must, for personal profit."

Should Enlighten Public

"The ignorance of the public as relates to insurance finance cannot be overestimated, and where there is ignorance there is doubt and suspicion. I believe it is sound business for us to assist in interpreting the premium receipt in terms of the bonds, the mortgages, and other investments in which it is invested, making the people understand that their money, instead of being interred in the graveyard of oblivion when it leaves them, becomes, when pooled, a dominant factor in turning the wheels of progress and further increasing the wealth of everyone."

"Another matter which brings in life insurance as a corrective measure, which should be given more thorough study by the banking fraternity, is the tragic shrinkage of estates when Americans die. I have examined from various sources which I believe authentic, many statistics which are tragic in relation to the shrinkage of estates. Inheritance taxes, state and federal, hospital bills, doctors, nurses, sanatoriums, funeral expenses, notes at bank, mortgages, administration expenses, all appear immediately after death to suck the life blood from estates. During life they are considered, if they are thought of at all, as deferred liability. Death, which converts them into immediate and pressing debts, at the same instant kills the earning capacity for payment."

Can Exert Influence

"There is nobody in better strategic position than bankers to squelch forever the excuse, 'I can't afford more life insurance.' I believe it to be our solemn duty to insist, within the sphere of our influence, that no man is adequately insured until the income from his life insurance policies, conservatively invested, will maintain his family in some comfort after his death."

"Let no thought of competition worry you. When you create the desire for adequate life insurance, you are selling moral responsibility, whose back bone

is regularity of thrift, which will react to your benefit as bread upon the waters. The banker who regards life insurance as a competitor for his savings business is a discredit to his profession and lacks vision of his own great possibilities.

Popularity of Insurance Trusts

"Perhaps the greatest growth in trust business in the next ten years will come through the life insurance trust. American business men should be asked this simple question. 'Do you want to leave your family money or contentment?' Experience shows in too many cases that money left without the delegation of ample authority to a competent trustee to direct its wise use is a legacy of sorrow and loss.

"One of the major restraints against the large sale of insurance is the necessity of substantial first payments, and what could be a better route of introduction to our banks than to have the insurance agent suggest the opening of an account to meet the original and subsequent payments on the policies which he sells. The influence of his good word will be doubly enhanced because it comes from a disinterested third party.

Underwriters Can Help Banks

"Our own experience gives authority to this suggestion. We recently entertained 300 life underwriters at a dinner, explaining to them, not our particular virtues, but the many important ways in which trust company services can be of use to their clients, particularly as relates to the life insurance trust. The results were almost immediate. They have a friendly feeling for us, and already we are beginning to trace business directly to the good will of insurance agents, functioning in our behalf."

Publishes Booklet on "Insurance Economies"

A n interesting pamphlet entitled "Insurance Economies" has just been issued by the Library Bureau, Cambridge, Mass. The Library Bureau, which has for some time made a specialty of manufacturing desks, cabinets, tables and other office equipment for insurance companies, has gone into this field very thoroughly and has mapped out a number of economies which have enabled insurance officers to keep down their overhead.

One of the services of the Library Bureau is laying out an office so that each department with its workers can be placed in the position where it is best able to carry on its work in conjunction with the other departments.

Gives Historical Sketch

The booklet "Insurance Economies" covers first a brief historical sketch of insurance which begins in Belgium about the year 1300. The booklet declares, however, that insurance as a commercial factor had its inception in the marine loans of the ancient Greeks some three or four hundred years before Christ. The founding of the Lloyds Underwriters in the Tower street coffee house in London is also mentioned. This is usually considered as the inception of insurance as it is practiced today.

The booklet touches on life, fire and casualty lines, and after a thorough explanation of the need for economy, the Library Bureau points out the services which it has devised for large offices. High compliment is paid to the insurance field throughout the booklet.

The Library Bureau was organized in 1876 and today has eight manufacturing plants with sales branches scattered throughout the world.

The **Travelers** announced the removal of its Oklahoma City office to the fifth floor of the Colcord building. Donald R. Bonfoey is manager, in charge of life, accident and group lines; John S. Adams, in charge of casualty; Drew E. Whitehurst in charge of fire and marine.

SEEKING - - - THE THREE HORSEMAN

ONE TO MAKE PROPER "GAINS" AS AKRON MANAGER
ONE FOR A "TOUCH DOWN" AS COLUMBUS MANAGER
ONE FOR A "GOAL" AS DAYTON MANAGER

If you have the "insides" and can play the game make inquiry.....

**THE TOLEDO TRAVELERS LIFE INSURANCE COMPANY
TOLEDO, OHIO**

Orson C. Norton, President



The MEDICAL LIFE

Who considers every living person insurable upon some basis has just entered Illinois and South Dakota and has some very desirable territory open and is offering some very attractive Agency Contracts.

Address inquiries to:

F. H. Wight, State Agent,
417 Citizens National Bank Bldg.,
Decatur, Illinois.

and W. R. Leisure, State Agent,
P. O. Box,
Sioux Falls, South Dakota.

"Life Insurance for Everyone"
The MEDICAL LIFE
INSURANCE COMPANY OF AMERICA
WATERLOO IOWA
I. G. LONDERGAN
Vice Pres. & Gen'l Mgr.

MUTUAL TRUST LIFE INSURANCE COMPANY Of Chicago

- One Hundred Millions of insurance in force.
- Purely Mutual.
- Strictly full level premium legal reserve.
- Issues regular policies from ages 10 to 65.
- Writes a special Business and Professional Men's Policy.
- Issues a special Ordinary Life with many attractive conversion options.
- Writes Child's Endowments at all ages.
- Offers an attractive Income Bond Policy.
- Grants a new Disability clause, which is a winner.

For Agency Openings, Address the Home Office,
The Chicago Temple Building, Chicago, Illinois

*Easy to read, easy to digest, easy to remember, easy to put at work making dollars for me"—thus writes a customer of "Easy Lessons in Life Insurance," a text and review book with quiz supplement. \$1.00 The National Underwriter Company, 1365 Insurance Exchange, Chicago.

WHY TAKE A CHANCE?

YOUR RENEWALS are equal to the interest income on an investment of the sum of all the first year premiums on the business you write. If you were making an investment of this amount you would be very careful about the security. You wouldn't want some one ahead of you with a prior claim.

IF YOU LOSE YOUR RENEWALS IT MEANS THE SAME THING TO YOU AS LOSING THE PRINCIPAL WHICH WOULD PRODUCE YOUR RENEWAL INCOME.

YOU CAN'T AFFORD IT!

The Columbus Mutual Life Insurance Company offers a VESTED RENEWAL CONTRACT, DIRECT with the Home Office. Also liberal commissions, automatic increases for volume, unrestricted territory, unlimited opportunity to develop personal or agency production, free from jealous interference or hampering restrictions.

PERFECTED ENDOWMENTS are automatically, Ordinary Life if you die; optionally, Limited Payment Life if you live; guaranteed endowments at age 65..

The Columbus Mutual Life Insurance Company

580 E. Broad St.
Columbus, Ohio

C. W. Brandon, President

D. E. Ball, Vice-President and Secy.

Q If your present opportunities in the life insurance business are limited to personal production, our agency contract will interest you. It offers better than general agency opportunities, vested renewals and low cost insurance.

Q Exceptional opportunities are open in Minnesota and Ohio and a few in Wisconsin.

Q Check up our record.

National
Guardian Life
Insurance Company
Home Office, Madison, Wis.

PLAN IS OUTLINED FOR SALE OF EDUCATIONAL INSURANCE

The International Life presents plans for selling educational insurance which are adapted to that company and which can be used by any agent. Educational insurance is attracting wide attention because of the demand for college trained people in all lines of endeavor. This is the plan suggested by the International Life:

Educational policies have been sold and will be sold in larger quantities and can be sold by the agent who now thinks he is not capable of handling a line which, in his opinion, consists of complicated matters, the details of which he is not thoroughly familiar with, and for this reason, or from lack of instruction, he lets a golden opportunity slip through his fingers.

"What is an educational policy?"
An educational policy is one which assures a child's education, whether or not the father lives."

"What form of policy does one apply for?"
"Simple: Any policy in the rate book, ordinary life, limited payment, endowment, etc."

Before going into the details of an educational policy, the agent must lay out his plan of attack. Ascertain:

1st: What are parents' plans as to the child's education?

2nd: What is the earning power of the father?

3rd: Does he carry other insurance?

4th: Does he own his own home?

5th: Has he any investments?

It is necessary to have as accurate knowledge of the father's affairs as can possibly be obtained, for naturally your prospect is going to ask questions and you must be prepared to silence his guns with precise and accurate statements.

Let us assume you have a prospect who has a son who is assured of a college education if his father lives, but we are going to guarantee the funds to send him through college if his father dies.

You have learned that the boy's name is Billy. Billy is five years old and was born on July 1, 1910—is scheduled to enter kindergarten in September, 1925. The first thing to do is to prepare a chart similar to the following so that you can show your prospect just how his son will acquire his education from year to year until he graduates.

Billy—Born July 1, 1920.
5 years old July 1, 1925.
Enters Kindergarten September, 1925.
6 years—July 1, 1926—1st grade—September, 1926.

7 years—July 1, 1927—2nd grade—September, 1927.

8 years—July 1, 1928—3rd grade—September, 1928.

9 years—July 1, 1929—4th grade—September, 1929.

10 years—July 1, 1930—5th grade—September, 1930.

11 years—July 1, 1931—6th grade—September, 1931.

12 years—July 1, 1932—7th grade—September, 1932.

13 years—July 1, 1933—8th grade—September, 1933.

14 years—July 1, 1934—Enters 1st year High—September, 1934.

15 years—July 1, 1925—Enters 2nd year High—September, 1935.

16 years—July 1, 1936—Enters 3rd year High—September, 1936.

17 years—July 1, 1937—Enters 4th year High—September, 1937.

18 years—June, 1938—Graduates from High School.

19 years—July 1, 1938—Enters 1st year University—September, 1938.

20 years—July 1, 1939—Enters 2nd year University—September, 1939.

21 years—July 1, 1940—Enters 3rd year University—September, 1940.

22 years—July 1, 1941—Enters 4th year University—September, 1941.

23 years—June, 1942—Graduates from University.

24 years of age July 1, 1942.

Let us assume that \$5,000 is necessary to send Billy through high school and college modestly, and should the insured die before Billy reaches fourteen the proceeds of the policy would be paid in the following manner:

First: We will hold the \$5,000 in trust

until Billy is 14 and we guarantee to pay him interest at the rate of 3 1/4% per annum. This would net him \$175 a year, but based on our present scale of interest earnings he would receive interest at the rate of 5.15% or \$257.50; or \$21.46 per month.

Second: At age 14, \$1,500 would be set aside, as per your arrangements, to be paid to him in equal monthly installments of \$33.40 per month for a period of four years, or until Billy is 18 years of age and is ready to enter college.

Third: While Billy is in college the balance of \$3,500 would be paid to him in equal monthly installments of \$77.94 for another four-year period, or until he is 22 years of age and has completed his college education.

Under Option A we guarantee the monthly payments which are based on an interest earning of 3 1/4%, but in the event our interest earnings exceed this amount the excess interest would be paid to Billy in a lump sum when he graduates. Under our present scale of interest earnings the balance would be \$505.12.

Note: Billy can live at home on \$21.46 per month while in grammar school, as these monthly checks come all during the summer holidays. He can also live on \$33.40 per month during his high school period and \$77.94 during college, because he should earn and save something during summer holidays.

Have a pad and draw a chart while you make the canvass:

14	18	22
----	----	----

\$21.46 \$33.40 \$77.94 Balance
Your boy is now 5 years old and there is his line of life. Should you live, you will educate him and have this contract for your own old age. Should you die after he is 14 and before he finishes high school, we will pay him \$33.40 per month.

Should you die after he reaches 18 and before he graduates from college, we will pay him \$77.94 per month and whatever the balance may be, in a lump sum, when he graduates. (Balance is larger if death is late.)

Suppose you suggest to him that the following letter be sent to the company with his application so that we can send it to Billy with his first monthly income check.

My dear son, Billy:

Today you are just a little fellow scarcely five years old, but a pure, sweet, innocent little baby.

As I look into the future you will always be just a little fellow to me though you will have grown taller, and I hope will have had a splendid education.

While I am in perfect health today, yet I realize the uncertainty of life and have made provision whereby you may be assured of this education even though I be prematurely taken.

Please accept the enclosed check together with the many more that are to follow from the International Life, with a father's love, and I hope that you use them to acquire the education it was my purpose to have given you had I been spared to be with you.

Wishing you a long, prosperous, happy and useful life, I am,

Your loving father,
Honesty now, what do you think Billy would take for this letter?

A request similar to the following should accompany all applications for educational policies.

International Life Insurance Company, St. Louis, Missouri.

Re: Policy No. \$5,000.00
As the insured under the above described policy, I hereby request and direct that in accordance with the provisions on the fourth page thereof entitled "Optional Methods of Settlement" the proceeds of said policy in event of my death prior to July 1, 1934, shall be held in trust by the company and paid to the beneficiary, my..... in the following manner.

Hold \$5,000.00 in trust until July 1, 1934, and pay all annual interest earned prior to July 1, 1924, in twelve equal monthly installments. All excess interest earned subsequent to July 1, 1934, shall be held in trust by the company

until July 1, 1942, and shall then be paid in a lump sum.

Commencing on fourteenth birthday, July 1, 1934, set aside \$1,500.00 and pay in forty-eight equal monthly installments, or \$33.40 per month.

Commencing on eighteenth birthday, July 1, 1938, set aside \$3,500.00 and pay in forty-eight equal monthly installments, or \$77.94 per month.

If on July 1, 1942, any unpaid balance remains in trust, such balance shall be paid on that date to the aforesaid beneficiary, if living, in a single sum.

If the beneficiary should die before having received the installment payments as provided above, the amount remaining in trust at the death of the beneficiary shall be paid in one sum to the executors, administrators or assigns of said beneficiary.

In the event of my death during the period from July 1, 1934, to July 1, 1942, payments are to begin immediately according to schedule for that particular year. Any balance remaining in trust on July 1, 1942, shall be paid in one sum to the beneficiary.

No selection, change or revocation of any mode of payment shall take effect until endorsed on the policy by the company.

I hereby certify that the above-mentioned policy is not now assigned or transferred to any person or corporation. Dated at this day of 1925.

..... Insured

Witness:

CENTRAL LIFE IS EXPANDING

Chicago Company Is Entering New States and Will Build Up Organization in Them

The Central Life of Chicago is now expanding considerably and has entered California, Florida, Washington, Oregon and Indiana. Under the direction of Vice-President W. Rolla Wilson, these states will be organized and will be a factor in the new business next year. The Central Life will write \$17,000,000 this year as compared with \$11,000,000 the year before. The policy of the company will be to increase its new business about 50 percent each year. This it feels it can safely do and with new territory entering it will give it a wider spread.

New York Life Leaders Meet

Approximately 200 members of the top section of the Quarter Million Club of the New York Life attended the meeting at Coronado Beach, Cal. It was expected that President Kingsley would be present but he was unable to attend. Members of the home office staff who were present included Thomas A. Buckner, vice-president; Walker Buckner, vice-president; W. I. Aiken, S. A. Lindsay, Charles S. Langmuir, superintendent of agencies, and Wilbur H. Pierson, secretary. The program presented was largely of an educational nature, and a number of interesting talks on various phases of life insurance salesmanship were given. Before concluding its final session the members representing the top section passed a resolution setting \$400,000 of paid-for new insurance produced under the company's rules during the club year as the minimum amount essential to qualify for membership in this section. Twenty-six of the members present at the convention had each produced a volume in excess of a million. The president of the club, Joseph A. Waterman of New York City, won this honor by the production of \$2,714,800. The club has a membership of approximately 1,200.

Changes Club Rules

The Missouri State Life has announced changes in the rules for its \$100,000 and Quarter Million Club. Heretofore to obtain membership in the Quarter Million Club an agent had to secure during the club year \$7,000 in life premiums, \$1,000 in accident and health premiums and \$500 in group premiums. The old rules for the \$100,000 Club fixed a minimum of \$2,800 life premiums, \$400

on accident and health and \$200 in group.

Under the new rules an agent can qualify for either club in three ways. For the Quarter Million Club he may turn in a total of \$7,500 in premiums on life, accident and health and group, with a minimum of \$250 on any line, or \$8,000 on any two lines or \$8,500 on one line of insurance. For the \$100,000 club the new rules provide \$3,000 gross premiums on the three branches with a minimum of \$100 on any one line, \$3,200 in premiums on any two lines, \$3,400 on one line.

Reserve Loan Life Gains

The Reserve Loan Life continues to show large gains. September was one of the best months with an actual gain of insurance in force of \$991,000. This gives it a gain of \$5,239,461 for the first nine months of the year and total insurance in force of \$65,309,717. Texas led all the other states with a total production of \$474,000 with Illinois ranking second.

**STATEMENT OF THE OWNERSHIP,
MANAGEMENT, CIRCULATION, ETC.,
REQUIRED BY THE ACT OF CON-
GRESS OF AUGUST 24, 1912.**

Of The National Underwriter, Life Insurance Edition, published weekly at Chicago, Ill., for October 1, 1925.

State of Illinois, County of Cook, } ss.

Before me, a Notary Public, in and for the State and county aforesaid, personally appeared John F. Wohlgemuth, who, having been duly sworn according to law, deposes and says that he is the business manager of the National Underwriter, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse side of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher, The National Underwriter Co., Cincinnati-Chicago-New York.

Associate editors, H. J. Burridge, F. A. Post, Chicago, Ill.

Managing Editor, C. M. Cartwright, Evanston, Ill.

Business Manager, John F. Wohlgemuth, Hinsdale, Ill.

2. That the owners are (Give names and addresses of individual owners, or, if a corporation, give its name and the names and addresses of stockholders owning or holding 1 percent or more of the total amount of stock): The National Underwriter Co., Cincinnati-Chicago-New York; E. J. Wohlgemuth, Cincinnati, Ohio; John F. Wohlgemuth, Hinsdale, Ill.; R. E. Richman, Cincinnati, Ohio; G. W. Wadsworth, Chicago, Ill.; C. M. Cartwright, Evanston, Ill.; H. J. Burridge, Chicago, Ill.; H. M. Diggins, Cincinnati, Ohio.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

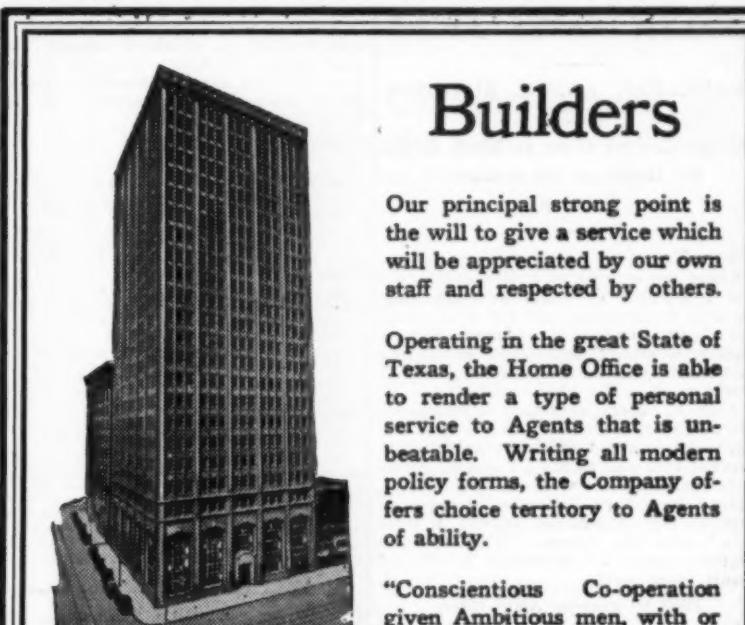
4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders if any contain not only the list of stockholders and security holders as they appear upon the books of the company, but also in case where the stockholders or security company as trustees or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other persons, association, or corporation has any interest, direct or indirect, in the said stock, bonds, or other securities as so stated by him.

John F. Wohlgemuth,
Secretary.

Sworn to and subscribed before me this 3rd day of October, 1925.

John B. Berenschott,

(Seal) Notary Public.



HOME OFFICE
F. & M. BANK BUILDING

Builders

Our principal strong point is the will to give a service which will be appreciated by our own staff and respected by others.

Operating in the great State of Texas, the Home Office is able to render a type of personal service to Agents that is unbeatable. Writing all modern policy forms, the Company offers choice territory to Agents of ability.

"Conscientious Co-operation given Ambitious men, with or without previous experience."

Southern Union Life

OF

FORT WORTH, TEXAS

J. L. Mistrot
President

Tom Poynor
Vice-President



MINNESOTA
and
NEBRASKA

Unusually attractive General Agency contracts, direct with the Home Office, are now available in Minnesota and Nebraska.

Non-participating life, group, salary deduction and accident and health insurance.

The Company showed a gain of over 50% in insurance in force last year, its twelfth year. There is a reason.

Write

GEM CITY LIFE INSURANCE COMPANY

I. A. MORRISSETT, VICE PRES.

DAYTON,

OHIO

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HEALTH RATES RIGHT

TRAVELERS AFTER BUSINESS

Chicago Contest Gives as Much Credit for Health as for Accident Premiums

The Travelers is continuing to encourage the writing of health insurance. For a number of years this company boosted the accident line and held down the health insurance volume, but a number of months ago it was announced that health insurance would be accepted freely.

John E. Ahern, secretary in charge of the accident department, states that the Travelers is now confident that with the present rate and forms for health insurance that it can be written satisfactorily. "More important than the increase in rate is the elimination of life indemnity," says Mr. Ahern. "This was the biggest cause of excessive losses on health insurance."

Held 80 Percent After Raise

In addition to eliminating the life indemnity feature from all new business, the Travelers raised the rate on renewals on life indemnity policies from \$9 to \$11. In spite of this increase in rate, over 80 percent of the life indemnity business was renewed. This renewal would be considered good if no rate increase had been levied.

Travelers' actuaries say that life indemnity cannot be written profitably at the \$11 rate. Hence the company has stayed out of the life indemnity field as far as new business is concerned.

It is felt that if a rate which according to experience would be adequate to write life indemnity, that the business could not be written. The premium would be too high to be attractive. The Travelers believes that it is better to put out a more limited form as to the indemnity period at a more attractive rate.

Chicago Opens Contest

In its contest for accident and health business underway in Chicago, health premiums are on a par with accident. This is the first contest where health premiums have been recognized by the Travelers in recent years. Manager W. H. Kolb has announced a number of attractive prizes, a Ford coupe being the first prize. There are 15 prizes in all. All of them, including the Ford coupe were on display in the Travelers office on the third floor of the Insurance Exchange building at the time the contest started. It is open to licensed producers. Each \$10 of new accident and health premium personally written will count one point. Applications must be written between Aug. 31 and Dec. 12 and premiums paid not later than Dec. 10, 1925.

Doesn't Favor Waiting Period

Mr. Ahern is not an advocate of a waiting period form of insurance. The Travelers has not pushed the waiting period on the cancellable form, on the theory that when a man is laid up he wants to collect on his health insurance policy regardless of the time which he is disabled. The Travelers' waiting period policy which obtained the most publicity is one which eliminates the

first three weeks' indemnity unless the policyholder is disabled longer than that period, in which case he is paid from the first day of disability. Only a small volume comparatively of this form has been written.

Life Notes

G. F. Kelsey of the Buffalo agency of the Phoenix Mutual has been promoted to manager of the Syracuse branch.

Carl N. Crispin, assistant secretary of the Columbus, O., Chamber of Commerce, has become an agent of the Missouri State Life.

Edward B. Gerlach, counselor for the Equitable Life, has been elected grand knight of the Knights of Columbus at Columbus, O.

The life, non-can and accident and health departments of Rule & Sons, Los Angeles, have been divided. Preston H. Ackerman continues in charge of the accident and health department, while Hallock Vander Leek will conduct the life and non-cancellable division.

George F. Meaney, who has been connected with a Reading, Pa., agency, has been transferred by the Aetna Life to the office of Smith & Searles, local Aetna representatives at Buffalo, N. Y., and will take charge of the group department, replacing Irving F. Cook, who has been transferred to the Aetna's New York office.

Believing that the right sort of competition would mean more business for both, a Philadelphia dealer, holding an exclusive agency for a certain make of shoes, not so very long ago asked his manufacturer to give an agency to some other reliable Philadelphia dealer as well. This was done, and today these two dealers are together getting three times as much business as the old dealer formerly got alone. This is further proof that "clean competition makes for more business," and another conclusive answer to the life agent who attributes lack of results to the overrunning of his territory by rival agents.

GETTING BUSINESS THROUGH GOOD WILL OF CLIENTS (CONTINUED FROM PAGE 3)

half of the principal will go to little Tim and the other half to Mary. As long as I live, Mary will have her home to come back to and after I am gone she will be independent. There are also two special funds to provide for the college expenses of the children. There won't be enough to make snobs of them, but enough to give them a complete education. The most wonderful part of it all is that I am able to enjoy the children as they grow up. They are the image of Ted, and I can almost see him living in them again. I am so glad I shall be able to give them this time. I shall never cease to be grateful to the life insurance man in New York who induced Ted to adopt this program for us."

Began to Wonder About His Family

The lawyer turned to his friend and said, "That set me to thinking. I began to wonder how my wife and children would stand if it had been I instead of Ted, and when my sister got here I asked her who it was who fixed up that program. I called him up and asked him for the privilege of talking to him, and I went to see him. It was a unique ex-

perience for me to call on a life insurance man. We lawyers don't usually do it, but when I went into his office I received a bigger surprise. He didn't jump down my throat and say, 'What you need is \$20,000 of our special policy.' As a matter of fact, he was not a salesman at all. He said, 'Mr. Farley, I really can't help you unless you tell me about yourself frankly. You have a vital problem facing you. The life insurance problem that faces every man is one of his most vital problems and he should go into it with the same keen analysis and careful planning that he does his business. I cannot consult with you unless you give me the same frankness and candor you expect of your clients.'

Analyzed the Situation Before Prescribing

"He began to ask me about relationships with the members of my family, with my law partners, with creditors, my fellowmen, and then he asked me about the responsibilities that grew out of those relationships, about the hopes and aspirations that I have that grow out of those relationships. In other words, he wanted to know just what I am trying to do and why and what it is I would like to have carried on in case it had been I instead of Ted. He tried to get a picture of the situation that was facing me, much in the same way that I tried to get a picture of the situation of those who come to me for the first visit. It impressed me, the professional way he went about getting the background of facts upon which to base any recommendation and then he took the policies that you sold me, half a dozen little policies. He went over them carefully. We worked together. He looked at a particular item on that list. Then he referred to a particular item in the policy and I said, 'Why do you go over all these items?'

"He said, 'We may find nothing in your policies that needs changing, but the only way to solve a problem is to exhaust the possibilities and I am exhausting the possibilities of service to you in connection with your old policies. I have made an inventory of the things I might do for you in connection with your old policies. I have checked to see if there is anything I can do.'

Learned Surprising Facts About His Insurance

"I was very much surprised to find that the life insurance which I insisted be paid to my estate was subject to state taxation. You never told me that. You never told me by changing the beneficiary to a person I could exempt that from state taxation. I found I was paying many of these policies quarterly, and to me the excess cost in some cases was 17 percent and I can borrow money at 6 percent. I can realize the company has to do that because of the extra service, but from this point of view I don't need to pay 17 percent. Boy, you never told me that. When you talk to me, you seem to follow the line of least resistance. You never made one recommendation.

"Another thing that disturbed me some was this: I found that if I should get into bankruptcy through some of these business ventures a referee in bankruptcy could come in and seize the cash value of every policy I had. My family is not protected at all. You never talked to me about that. I wonder how you make a living in this business. He

told me about the privileges, the income privileges in the policies. I had never known about those before. I had never had them explained. He gave me a clean-cut picture of what it was all about, and the advantage of these income privileges, and then he told me about this.

Difference Between Life Income and Trust

"I have had some men try to sell me income by comparing the life insurance income to the trust income. They always try to prove it is so much better. I never realized before that you can't compare the two. They are two different services. He explained to me very clearly that in the life insurance trust fund the relationship of the company to the beneficiary is a debtor-creditor relationship and in such a relationship it must bind the creditor, the company, to pay money to the beneficiary, the debtor, at certain definite times. In other words, the debtor can not have discretion as to how he shall pay the money to the creditor. On the other hand, I found that in the trust company agreement the trust company becomes really a financial guardian, and can be given some of the discretion I would use myself as I went through the situation with him. I found I could use both of these services and needed them both. But the thing that impressed me was that he seemed to know every expedient that could be used to meet the situations his clients would bring before him.

Put Himself in Executor's Place

"After he had gone through all that, he got me to get up out of my chair and said, 'Mr. Farley, some day you are going to get up out of this chair and you are not coming back as you know and someone else is going to take your chair, and he is going to spread before him these life insurance policies, these assets that we have gone over that you have, and he is going to try to carry on for you. Let's sit down and if we can visualize the situation that your executor and your wife would face as they sit at that table side by side and then carefully explain how much money will be needed for each of the items of expense. Let's plan that budget as carefully as you would plan a business budget!'

"So he led me through the various things. He asked me how much would be necessary to maintain my home, to educate my children.

"He got me to estimate how much money would be necessary as a rock bottom minimum to do the things I want done whether I live or die, the things I am going to do if I do live. He never mentioned a new life insurance discovery, that I needed \$100,000 more myself. He didn't tell me. I discovered it, because he made me look at that situation, and I am mighty glad I did.

Took Insurance from the Man Who Gave Service

"Now, then, I couldn't take all of the \$100,000, but I took \$50,000 from him and he has arranged a plan which contemplates the additional \$50,000 as my income will admit, and I am going to take that from him.

"Jim, old boy, we have been friends for years. I have given you all the insurance I ever had before, because you were my friend. I have listened to no one else, but I have never been given

M. A. NATION, Pres.

Universal Life Insurance Company

Dubuque, Iowa

WE WANT GOOD MEN

one bit of service. You have come in here and milked me, exploited my friendship in order to get business for yourself and, as I recall our relationship, I know of no time that you have made one recommendation to me that was of value except one thing, to buy a policy. Old boy, I would love to have given you this policy, and I would like to give the new ones to you, because, frankly, I think you need the money and because of our friendship and my feeling for you, but, old boy, I owe more to my wife and children than I do to you and when I realized the vital problem I was facing I knew I had to get my life insurance from the man who was competent to give it to me right, and you are not. In fairness to the man who did so much for my sister, I couldn't buy it from you.

"Old boy, I hope we will continue as friends. I hope it will be a lesson to you. I am sorry that I couldn't take it from you."

Such Incidents Are of Frequent Occurrence

Now, friends, that is a story, but that has happened. It happens every day, and it is going to continue to happen. The kind of good will that has been built only on friendship is not the kind of good will I am talking about here. The kind of good will that gives a real professional service, not a lot of play, but actual service professionally rendered is a thing that American people are coming to appreciate. The American public is going to expect that kind of service and the man who is not competent to render it is going to be out of a job. Fortunately there are some trained men (whether they are trained in school or not does not make any difference), men who are thinking, studying, men who are learning what service actually means, who are going to reap the harvest from this public demand that is coming.

I want for a moment to speak on a hobby, because I have given the best years of my life and heart to work in the training of men. I will say this: That professional service in life insurance means something more than merely willingness to serve. We have all been given the will to serve at this great convention, but there is something more that we have to do. The will to serve is not enough. We must have the knowledge on which to base the service or the skill to apply.

Must Be Equipped to Render Service

All this talk about service is bunk unless we have that equipment. My message to the young men here today is this: The thing I would like to be able to sell you, if I can sell anything, is that you, if you expect to stay in this business, get a vision of what the public of America is going to demand in the way of service, get a vision of the opportunity for you personally, if you can measure up to that demand for service, and as you go back to your homes, go back with your mind made up that you are going to develop yourselves into actual, professional life underwriters.

If there is no school in your town, don't worry about it. Lay out a course of this kind for yourself and follow it through. You can do it. If you can get to a school, go. But study it yourself. You can get it. Here is what I think you ought to know: Life and its problems. You can not know that until you have lived, mingled with people, and talked to them about their problems. If you are going to sell business insurance, you need not only to know insurance but business. If you don't know anything about business insurance, spend \$100 with the Alexander Hamilton Institute and find out.

Agent Must Know About Life and Its Problems

Lay out a plan of study so you will begin to know something about life and its problems. Knowing insurance is not enough. Then make up your mind you are going to learn your policies, that you are going to get hold of the mechanics of life insurance so if you are

given the opportunity to serve a man you have at your finger tips every device that life insurance affords for meeting these needs we are trying to serve and then make a study of the uses and application of life insurance. There are fine books on that. Mr. Lovelace has written one of the most wonderful outlines in the world about the functions of life insurance. Any man can get that book and study it and understand it. Of course, then, there is the knowledge of human nature.

My word to you is to go to school if you can. If you can't, educate yourself anyway. Don't listen to the bunk of the men who are enslaved in their own habits, who tell you that education is not good. Don't listen to them. Education is nothing in the world except an organized record of the thoughts and activities of men. That is all it is. And don't be afraid of the word theory. Every single thing in our modern civilization that is worth while was first a theory in some man's mind and has since been made actual through actual test in experience. Don't be afraid of the words. The man who blinds himself to education is not going to survive in this business, and, young men, don't be in that class.

Must Not Try to Exploit Friendships

I said that service in life insurance is a thing that must be learned. It implies knowledge. It implies skill. If you can serve a man as this man was served in my little story you will have no difficulty in getting him to send you to his friends. Do not worry about that. That is easy. He is glad to send you to his friends. The trouble with the endless chain method of prospects heretofore is that we have tried to exploit our friendships. That is the reason it has been difficult, but if you do a good job and render a real service the man who passes his good money for that service is willing to send you to somebody else.

Somebody may think this is too large a program, but there are hundreds of thousands of men in this country who can be sold a vision of such a program as a future plan for building a life insurance estate, and who can now be sold enough money for cash delivery at their death to save their honor, pay their debts, leave their wives and families with a little extra money and at least give their families a living income for five years. There are many men that can buy the first step in that kind of a program.

Sell the Client Even Part of a Program

If you are selling little policies sell the man for his wife a notice, a five-year notice that she has to go to work if he dies. Give her five years to turn around in and then sell him the vision of buying more insurance later to continue that five years to ten, fifteen, and so on. You don't need to sell a whole program to render service. It is like a picture gallery. You don't have to sell the whole gallery, but you can take your prospect by the arm and lead him before the pictures and sell him one and put a screen over it, and come back later and sell him the others.

I said that service implies something more than the will to serve. It implies knowledge, skill in the application of that knowledge, but it implies something still more. I would like to leave this, as I term it, beautiful thought with you as we close, something you might remember. I recall that about ten years ago I sat at the feet of Franklin K. Lane, the great American that he was. He was addressing a group of young men just starting on their careers and he uttered this sentence which has burned itself into my memory: "Young men, in your generation no man will achieve a true success unless he can temper his efficiency with human sympathy," and when he said human sympathy, he did not mean the kind of lip service we give our friends sometimes when they want to borrow money. He meant a broad, deep appreciation of the needs, deserts, and hopes and aspirations of the other fellow.

Connecticut General News Hartford, Conn.

Cooperative or Employer-Pay-All?

With group insurance sales 75 per cent in advance of last year and over \$3,000,000,000 in force, the rapid spread of this form of insurance through the whole business world is assured.

The question now remains how shall it be paid for. When is the cooperative form applicable, when is it preferable for the management to pay the entire cost? For light on this subject consult our local agency or write the Home Office, Hartford, Conn.



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The granting of this Charter had a vast significance, for it introduced a New Idea, which cleared the way for the present growth of Life Insurance.

THAT IDEA WAS MUTUALITY

New England Mutual Life Insurance Company of Boston, Massachusetts

Fieldmen Profit by This

IN 1924 The Guardian's Prospect Bureau yielded an average profit to fieldmen of 600% in commissions over their investment. In some sections it ran as high as 3000%.

The Prospect Bureau is one reason why a good many of the better producers are casting their lot with us. One newcomer, a general agent, brought with him an agency organization of nearly three hundred men.

Let us tell you the whole story of what The Guardian is doing to better the fieldman's success. Address,

**T. LOUIS HANSEN, Vice-President
THE GUARDIAN LIFE INSURANCE COMPANY OF AMERICA**

Founded 1850 under the Laws of the State of New York
50 UNION SQUARE, NEW YORK

THE NATIONAL UNDERWRITER

LIFE INSURANCE EDITION

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Big Factor in South

THERE is only one insurance company executive organization in this country in which most of the members are founders of the companies they represent. This organization is the INDUSTRIAL INSURERS CONFERENCE. The founders and organizers of the first of these companies began operations in the south thirty years ago. They were present at the Chattanooga convention last week. Nearly all of the men at Chattanooga, executive officers of the twenty-five companies represented there, were pioneer executives in their field, having begun and organized their own companies.

It may be that the industrial companies of the south will become the means of turning an increasing share of southern life insurance premiums in to the southern companies. Some members of the conference have already begun writing ordinary life and those members which are not yet selling straight life contracts are getting ready to do so either at once or within the next three or five years. The president of one of the companies said that the south had always looked to the north for stability and that only in recent years had it been possible for southern companies to begin making headway, due to this feeling among the people of the south. His own company has not yet begun writing ordinary life although it is one of the large premium writers of the conference. It will begin writing, however, within the next two or three years just as soon as the president believes that the financial statement of the company will be such as to indicate a financial organization of more than ordinary stability and strength. This company now presents a very favorable financial statement but within a very few years, the size of its figures will materially increase.

One problem, which more than any other is engaging the attention of these industrial companies, is the training of their agents to handle ordinary life insurance. They know that this is a great educational task. They do not expect to find any method which will suddenly remake their industrial agents big writers

of ordinary. They have not yet discovered the method for leading their agents into the writing of ordinary which is satisfactory to them. They expect within the next two or three years to make definite progress in that direction.

The growth of the business of these industrial companies, particularly in the last decade, is almost without parallel in the insurance business. In the first five of the last ten years their premium income increased 133 percent and in the last five years 100 percent. There are no indications that anything like a saturation point has been reached. The president of one company, doing business of \$1,000,000 annually in a single state, says that he has no more than begun to touch the opportunities in that state and therefore sees no reason to begin writing in outside states for the purpose of maintaining a healthy growth. It would be entirely possible, he says, to take additional capital and expand with great rapidity. Several conference company executives remarked that if they had desired to take in outside capital their companies might have grown even much more rapidly than they have grown.

As it is now, members of the conference are writing a total premium income of more than \$30,000,000 a year and they have recognized that their business has begun to attract public attention. There is manifest among them a sincere desire that their business shall be well and favorably known among insurance company executives and representatives generally and that it shall conform in every way to the highest standards of the business in which they are engaged. Undoubtedly the Conference will at no distant date adopt some form of welfare program to be carried out at the expense of and under the direction of the Conference itself.

The industrial companies, members of the conference, are already important and influential financial institutions in their communities but they are clearly on the threshold of even greater achievements than have yet been recorded.

Time to Push for Business

THE time to push hard for business is when business is good. When people are buying and have the money to buy the market is brisk. When an insurance man is running strong, business comes easy to him. He is enthusiastic. He has

created momentum. Merchants realize that the best time to advertise is when business is good and sales are numerous. The best time to go fishing is when the fish are biting. The same rule holds true in selling insurance.

PERSONAL GLIMPSES OF LIFE UNDERWRITERS

Many old-time friends of Miss Alice Starkey, New York pianist, heard her in recital at Greeley, Colo., last week. Miss Starkey is the daughter of Mr. and Mrs. Edwin Starkey of Oklahoma City. Her father formerly was deputy insurance commissioner of Colorado and now is vice-president of the Mid-Continent Life of Oklahoma City.

John P. Davies, educational director for the Northwestern Mutual Life of Milwaukee, has been elected commander of the Cudworth post of the American Legion. Mr. Davies was a flying officer in the American Expeditionary Force and later had charge of all American aviation instruction in night bombing. After the war he was for two years sales manager for the Curtis Airplane Company. He went to Milwaukee two years ago to take up his work in a newly-created post at the Northwestern Mutual.

John H. York, president of the Cleveland Life Underwriters Association, is confined at the Oxley Home private hospital with a severe attack of blood poisoning, caused by infection entering a blister on the bottom of his right foot.

While Mr. York is in no immediate danger, he has had to cancel a talk before the Lima, O.; Life Underwriters Association scheduled for Oct. 7, and the monthly meeting of the Cleveland Association will be presided over by Vice-President James H. Rutherford.

George M. LaMonte, who succeeds the late Richard V. Lindbury as chairman of the board of the Prudential, has been a director for several years, and is prominent in banking and general business circles in the state. He is president of George LaMonte & Co., paper manufacturers, and president of the First National Bank of Bound Brook. For two successive terms Mr. LaMonte was commissioner of banking and insurance of New Jersey and has been vice-president of the Philadelphia district of the Federal Reserve Bank.

Ten weeks of production on the part of Midland Mutual producers between Sept. 14 and Nov. 23, promise to pay a tribute to Dr. W. O. Thompson, chairman of the Midland board of directors and executive committee, in whose honor the 10 weeks of production are being dedicated. Dr. Thompson, who will resign Nov. 3 as president of the Ohio State University upon attaining the age of 70, was one of the organizers of the Midland Mutual and was president during the first 18 years. Dr. Thompson is also holder of the Midland policy contract No. 1. He has always taken an active interest in Midland field workers and when he retires as president of Ohio State on his birthday the Midland producers expect to be well on their way toward a high ten weeks production to show him that they appreciate his work and interest on their part.

A particularly strong endorsement of the work of the National Association of Life Underwriters was given by Vice-President Robert K. Eaton of the John Hancock at a luncheon tendered by Mr. Eaton at Kansas City last week to a score of the company's representatives attending the national convention.

Among those at the table were some of the outstanding men in the business, including the veteran Ernest J. Clark, former president and chairman of the publication committee; his nephew, Paul F. Clark, vice-president of the National Association, and George Doggett, president of the Alumni Association of Approved Life Insurance Schools. In discussing the National Association and what it means to companies, agents and the public Mr. Eaton said:

"There is inspiration and satisfaction in attending these conventions. The National Association is doing a won-



ROBERT K. EATON
Vice-President John Hancock Mutual

derful work for the companies, for the institution of life insurance; for the public. The inspiration, education, broadening influences and selling ideas incident to attendance upon the convention are invaluable and we are glad so many of our field men are able to attend the sessions."

J. E. Flanigan, New York City agency manager for the Bankers Life of Iowa, and George Muller, salesman on his staff, narrowly escaped serious injury in a recent automobile accident when Mr. Flanigan's car collided with a truck. The automobile was wrecked and Manager Flanigan was knocked unconscious. When he came to, he found himself holding tightly to the steering wheel, which had been completely severed from the steering post.

Frederick H. Kreismann, head of the F. H. Kreismann Insurance Agency and president of the St. Louis Mutual Life, has been selected by the city comptroller of St. Louis to serve on a board of three appraisers to pass on property to be purchased by the city for the new Memorial Plaza. The city has appropriated \$1,000,000 to purchase the land. The commissioners will receive \$5,000 for their work in examining the property and deciding what the city should pay for it. Mr. Kreismann served as mayor of St. Louis from 1909 to 1913 and is regarded highly in civic and business circles.

Earl S. (Keg) Driver, district agent for the Equitable Life at Madison, Wis., and a famous football star of 20 years ago at the University of Wisconsin, died in a Madison hospital on Oct. 4, following a short illness with heart trouble. "Keg" Driver was one of the most noted fullbacks in Wisconsin history, smashing through the greatest lines in the middle west in 1901 and 1902 when Wisconsin produced her greatest football teams, and winning a place for himself in the state university's hall of fame. Following graduation he became assistant coach at the U. of W., later freshman coach and scout, continuing his connection with the university until 1923, when he resigned because of ill health. He had been with Equitable Life at Madison since 1912.

A farewell dinner will be given Saturday to E. R. Ferguson, who has recently been promoted to be the Mutual Life manager at Cleveland. Ralph Holterhoff of the State Mutual is in charge of the affair which will be attended by Mr. Ferguson's many friends among the life underwriters, and by others who have a high regard for him. January 1 will be the 15th anniversary of Mr. Ferguson's

taking charge of the Cincinnati agency of the Mutual Life. Not only has he built it into one of the leading agencies of the Queen City, but he has taken a leading part in civic affairs, having been particularly identified with the Liberty Loan drives during the war, and with the Community Chest campaigns since.

The Union Central Life for a period of three months will broadcast every Sunday evening at Cincinnati, commencing Oct. 25 from 9:15 to 10:15 o'clock, central standard time, through the United States Playing Card Company's WSAI. An orchestra of 11 pieces has been engaged. The Union Central Life choir will furnish selections.

Last Thursday Jules Girardin of Chicago, general agent of the Phoenix Mutual Life, celebrated the 30th anniversary of his service with the company. Mr. Girardin became general agent in Chicago, Oct. 1, 1890. Prior to that time he was in the fire insurance business connected with a general agency at Galveston, Tex. For two or three years he was in the general insurance business in New York as a broker. In his school days in Texas he knew F. W. Bleike, who was cashier of the Phoenix Mutual office in Chicago. When it became necessary to make a change Mr. Bleike remembered his old friend Girardin and recommended him for the position which he secured. Mr. Bleike is now an agent of the Mutual Benefit Life in Chicago. The head office remembered Mr. Girardin last Thursday by President A. A. Welch sending a telegram of felicitations and having a large bouquet of roses put on Mr. Girardin's desk. The men of the office gave Mr. Girardin a box of cigars. Mr. Girardin is one of the best known life insurance men of Chicago and has spoken before life underwriters in other cities. Mr. Girardin was formerly president of the Chicago Life Underwriters' Association and has done yeoman service for that organization. He was president of the Chicago Association when

the National Association of Life Underwriters held a convention in the city a number of years ago. One of the most popular men personally he has found great satisfaction in being able to contribute something to mankind through his life insurance work.

James W. Smither, general agent of the Union Central at New Orleans, La., and prominent there in business, civic and social circles, will head the 1926 campaign of the New Orleans Community Chest. He was one of the district generals in the first campaign. The 1926 drive will take place in January.

Col. W. E. A. Bulkeley, vice-president of the Aetna Life, was remembered by his associates on Oct. 1 with suitable floral offerings for his 31st anniversary with the company. Colonel Bulkeley first entered the employ of the company Oct. 1, 1890, following his graduation from Trinity college. Colonel Bulkeley is a son of the late William H. Bulkeley, at one time lieutenant governor of the state, and a nephew of the late Morgan G. Bulkeley. He was made a vice-president of the company in February, 1923.

In point of service, Colonel Bulkeley is the 11th oldest employee now actively connected with the company. Those who precede him in length of service are Vice-President Joel L. English, who joined the company in 1867; M. H. Peiler, 1868; C. O. Winter, 1873; Olin H. Clark, 1874; J. Q. Baker, 1878; F. W. Bidwell, 1879; C. R. Nason, 1887; G. H. Holcomb, 1889; Dwight Burnham, 1889; and H. C. Tracy, 1889.

A. D. Bonnifield, familiarly known to many as "Bonnie," chairman of the Kansas City publicity committee for the recent national convention of life underwriters, is one of the best liked members of the Kansas City insurance fraternity. "Bonnie" went to Kansas City after graduating from Iowa Wesleyan. For a while he taught at Central High, coaching the athletic squads in his

spare time. He became interested in life insurance and in 1907 became a soliciting agent for the Great Western Life, a Kansas City company of that day. Two years later he was made superintendent of agents. When the Great Western merged with the International Life, Mr. Bonnifield refused to leave Kansas City. He was placed in charge of one-third of the state of Missouri for the Union Central in 1913. For several years he developed the Kansas City territory, but later branched out to establish offices at Joplin, Springfield, St. Joseph and other points. He has always been in the top ranks as a personal producer. His handling of the publicity assignment for the National convention has won him many compliments. "Bonnie" is a past secretary and past president of the Life Underwriters Association of Greater Kansas City, as well as former chairman of innumerable committees.

Arthur C. Sweeny, Kansas City general agent of the Mutual Benefit Life, having headed the program committee

as chairman, it was thought entirely proper to congratulate him at the close of the meeting of the National Association of Life Underwriters last week on the excellence of the program. Mr. Sweeny disclaimed any credit whatever for himself or associates, saying that the credit belonged exclusively to E. A. Woods and other members of the "old guard" and observed that his committee however was graciously "permitted to select the ministers for the various invocations on the program," which consideration was much appreciated.

A. L. Saltzstein, general agent for the New England Mutual Life in Wisconsin and upper Michigan, has been appointed state chairman for Wisconsin on the board of finance of the Union of American Hebrew Congregations. The board is to work out a plan whereby the religious programs of the union will be effectively financed by all the Jewish communities of America. Mr. Saltzstein is one of the most prominent Jewish leaders in Milwaukee and the state.

LIFE AGENCY CHANGES

CHANGES BY ATLANTIC LIFE

Appointment of New General Agents at Detroit and Lexington, Ky., Is Announced

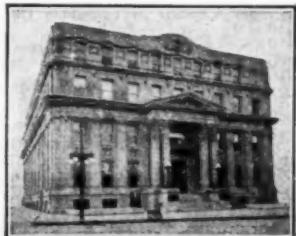
The Atlantic Life announces the appointment of two new general agents. P. Ingham Coryell, whose home is at Winchester, Mass., will be located at Detroit, his territory including that city and several adjacent counties. He is rated as a sales executive of more than ordinary ability and has had considerable experience in building sales organizations. He also has a good record as a life insurance salesman.

Richard A. Young will represent the

Atlantic Life in eastern Kentucky with headquarters at Lexington. He has already entered upon his new duties. He was previously with the Security Life and the Bankers Reserve in that territory. The Atlantic Life is now planning to open up western Kentucky and expects to announce the appointment of a general agent for that territory at an early date.

M. S. Lytle

George D. Thomas, state manager of the Conservative Life of West Virginia at Los Angeles, announced the appointment of M. S. Lytle as agency supervisor. He is an experienced life underwriter and will devote his time both to



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HOME OFFICE, LINCOLN, NEBRASKA

agency organization development and to personal production. This agency lacks two months of being a year old, but has already developed to a point where it led the entire field of the company in both July and August. Because of its great expansion, the Los Angeles offices have been removed from the National City Bank building to larger quarters in the new Builders Exchange building.

FORM NEW AGENCY AT TOLEDO

Mead & Mason to Become General Agents There for Northwestern Mutual Succeeding C. H. Parsons

The partnership of Mead & Mason has been formed at Toledo, O., to take over the general agency for the Northwestern Mutual Life in that city, succeeding Charles H. Parsons, who leaves Toledo on Nov. 1 to become superintendent of agents for the Northwestern. Announcement of the appointment of Hawley S. Mead and Merritt Mason to the general agency at Toledo has just been announced by George E. Copeland, superintendent of agents for the company.

Both men are widely known in the territory, are veterans with the company and have shown marked ability during their long connection with Northwestern, according to Mr. Copeland. Mr. Mead is one of the leading special agents of the company in Ohio, and has been with the Toledo agency for more than 20 years. He is 60 years old. Mr. Mason, who is 42, has been with the company for more than 15 years and has been highly successful as a district agent at Gibsonburg, in Sandusky county, under the Toledo general agency. Mr. Mason has been a member of the Marathon Club for many years and has one soliciting agent also a Marathonian.

Parsons Goes to Home Office

Mr. Parsons retires as general agent at Toledo Nov. 1 to take up his new work in Milwaukee. He has been one of the most popular and successful general agents in the company. He was formerly president of the General Agents Association for the limit of two years, and has been an outstanding figure in Northwestern Mutual agency circles. Mr. Parsons has been general agent at Toledo since May, 1904, and prior to that was district agent at Utica, N. Y.

George E. Copeland, who retires as superintendent of agents after many years of valuable service to the company, will leave for La Jolla, Cal., some time in January to take up his future residence. His long service with the company has made him an outstanding figure in American life insurance circles and he retires with a host of friends.

N. E. Spradley and S. H. Chaudoin

N. E. Spradley, agency manager of the Bankers Life of Iowa for several years past at Salina, Kan., has resigned

because of ill health and press of other business. He has been succeeded by S. H. Chaudoin, a member of the Salina staff with a long successful record.

W. Rogers Prim

The American Life of Detroit, Mich., has opened a branch office at Miami, Fla., with W. Rogers Prim in charge as state manager for Florida.

J. L. Routly

J. L. Routly, branch manager of the Imperial Life at Winnipeg, has been transferred to Philadelphia. He is succeeded at Winnipeg by James K. Shook, who goes to Toronto.

R. F. Brown and A. L. Kinsey

The Columbian National Life has ap-

pointed Raymond F. Brown and Albert L. Kinsey as general agents for western New York territory. Mr. Brown has been in the life insurance business in Buffalo for 15 years.

E. R. Horne

E. R. Horne has been appointed general agent for the International Life at Cincinnati, O. The appointment was made by C. W. Moss, state agent for Ohio, because of the record Mr. Horne has made in personal production.

Walter J. Dwyer

The Columbus Mutual Life has appointed Walter J. Dwyer general agent at Indianapolis, Ind. He has been unusually successful with the Equitable Life of Iowa at Dayton, O., since 1915.

EASTERN STATES ACTIVITIES

CONN'S RULING ON BROKERAGE

Ohio Superintendent Defines Conditions Under Which Such Business May Be Written

COLUMBUS, O., Oct. 8.—In reply to a large number of inquiries, Superintendent Conn of Ohio this week handed down a ruling that one licensed as an agent for a life insurance company admitted to this state may broker through another duly authorized life insurance agent, business which his own company has refused. The brokerage, however, must be confined to applications which, having first been offered to the agent's own company, has been refused by that company. Superintendent Conn said:

"No agent may solicit a class of business unless he has been licensed by this department to represent a company writing such a class; that is to say, one may not solicit with the expectation of brokering a class of business which he knows or has reason to believe his company does not write."

"Agents will be held to a strict observance of this interpretation of the law," Mr. Conn said. "They will be expected to keep a complete record of the business so brokered. The brokerage of unusual amounts or numerous items of business in and of itself may raise a presumption of violation of the law. We request the cooperation of the field forces in this connection."

No Decision on Capitol Life

Application of the Capitol Life of Columbus, O., for permission to turn its affairs over to the Gem City Life of Dayton was heard by Governor Donahay, Superintendent Conn and Attorney General Crabbe last Saturday. No decision was reached by the commission which heard the arguments in favor of the transfer.

EXECUTION ENDS INSURANCE

Policy Void in Case of Condemned Murderers, New York Supreme Court Rules

NEW YORK, Oct. 8.—Insurance on the life of a man put to death for murder is not collectable by his estate or any beneficiary, except one having a vested interest in the policy, the supreme court ruled last week.

In this state insurance on the life of a sane person who commits suicide cannot be collected except by a beneficiary having an irrevocable or vested interest in the policy.

"In a legal sense the situation is quite the same," the court ruled. "The legal difference is merely the agency that produces death."

Joint Agency Meeting Held

A joint meeting of the Cleveland and Buffalo agencies of the State Mutual Life was held at Buffalo recently, members of the Cleveland organization going to Buffalo by boat. E. Miller France, general agent at Cleveland, and F. A. G. Merrill, general agent at Buffalo, were both speakers, the former taking for his subject "What Constitutes Service to Policyholders" and the latter, "Imagination as an Asset to the Life Insurance Salesman." Among the other speakers were Harold Jackson, A. D. Hatfield, Gordon Griffin, W. C. Rhoades and John York of the Cleveland agency, and Bruce Sweet, J. A. Neilson, Jr., of the Buffalo agency.

Buffalo to Have School

Dr. Griffin M. Lovelace has signed up to conduct a third summer school of Life Insurance Salesmanship at Buffalo, N. Y., in 1926. A total of 60 scholarships had to be guaranteed and 61 were secured in the ten days'

drive put on by E. W. Selvage, chairman.

SOUTHERN FIELD

TEXAS STATE GETS LICENSE

C. P. Rockwell Made Secretary and Actuary of New San Antonio Life Company

License has been granted by the Texas insurance department to the Texas State Life. The new company is capitalized at \$100,000 and will have home offices in San Antonio. The license to do business in Texas was granted on application of E. W. Nothstine and associates. All capital stock has been subscribed. The new company will be in operation in a short time.

C. P. Rockwell was unanimously elected secretary and actuary and a member of the board of directors of the Texas State Life at the organization meeting the past week. Mr. Rockwell was first employed in the actuarial department of the New York Life, from which he went to the Texas insurance department, where he was assistant actuary two years and actuary two years. He next became assistant actuary of the Great Southern Life of Houston. He is a member or student of several national actuarial and statistical societies.

Many "Millionaires," Per Capita Low

Texas has more million-dollar-a-year salesmen in the life insurance business than any other state in the Union and yet is the most poorly insured state, according to W. G. Harris of Dallas, who has just returned from the convention of general agents of the Aetna Life. Those figures were produced at the convention, Mr. Harris said. He said he could not explain the reason for such condition unless it was because the companies are now graduating high-class salesmen, who took the message directly to the people with amazing results. If that is the case, Texas will soon climb in the ranks of insurance per capita, Mr. Harris thinks.

It appeared, however, that the million-dollar salesmen have been specializing on large policies. It seems that what is needed to increase the insurance per capita in Texas is more insurance sold to men of ordinary means, more \$2,000, \$5,000 and \$10,000 policies.

Graham Boosts Texas

Texas offers great insurance opportunities, according to George Graham, president of the American Life Convention and vice-president of the Central States Life, who was in Dallas last week looking over the situation. Mr. Graham said the Dallas office of the company serves 12 big agencies and is working hard to spread the gospel of life insurance.

Just to show that the agents were on

New Policy

Disability Benefits of \$15.00 per \$1,000.00

Waiver of Premium

Broader Double Indemnity Clause

Loans at end of Second Year

ORGANIZED 1850

The Manhattan Life

INSURANCE CO.

66 BROADWAY

NEW YORK

their toes, Regional Manager Floyd B. Powell of Dallas handed Mr. Graham 54 applications for a total of \$140,000 of insurance one day while he was in Dallas. Mr. Graham was in that section for several days.

Texas Department Moves

The Texas insurance department offices have been removed from the capitol to the state office building just outside the capitol grounds at Austin.

One desirable feature of the move is

that the insurance department is located on the third floor with the State Fire Insurance Commission and thus all fire, life and casualty insurance activities are centralized. The Industrial Accident Board, the only other department relating to insurance, remains in the capitol, as does the attorney general, official adviser to the insurance commission and insurance department. The commissioner of insurance is the ex-officio chairman of the Fire Insurance Commission, which consists of two other members appointed directly by the governor. This change places all three members together.

IN THE MISSISSIPPI VALLEY

OFFER LIFE CODE IN KANSAS

Representatives of Company Organizations Submit Proposed Changes to Commission

TOPEKA, KAN., Oct. 8.—Representatives of the life companies appearing before the Kansas insurance commission proposed only three radical changes from the present laws relating to life insurance in this state. The commission held its first hearings last week in the work of rewriting the Kansas insurance laws. The commission was created by the last legislature and directed to codify all of the insurance laws of the state.

F. G. Dunham of the Association of Life Insurance Presidents, T. W. Blackburn of the American Life Convention, and Henry F. Tyrrell of the Northwestern Mutual Life appeared for the life companies. They presented a complete code of life insurance laws, prepared by a committee of the two organizations and approved by both.

Three Important Changes

While all of the laws were rewritten in the proposed code there really were only three radical departures from the present laws. These were: Reduction of 50 percent in the annual premium taxes collected by the state; abolition of the Kansas non-forfeiture statute, and changing the method of liquidating life companies to approximately the same method as is now followed in liquidating banks.

The commission spent two days in hearing the life men and discussing the various features of the proposed code and the present laws. The reduction of the premium tax from 2 to 1 percent may not be taken care of through the reciprocal sections of the laws. It was not regarded as likely that the non-forfeiture law will be abandoned in this state. The suggestion regarding the liquidation of life companies under the complete jurisdiction of the superintendent of insurance may be worked out by the commission.

Another Hearing in Spring

Assessment associations will have a hearing Oct. 21. The fraternals likely will have a hearing in February.

The members of the commission took to their homes the code submitted by the life companies, the present Kansas statutes and the laws of other states. They will meet Oct. 20 and will then draft the tentative code for life companies. Following the completion of this draft copies will be submitted to the life associations and some time in the spring another date for a hearing will be set when the companies may offer whatever objections they may have to the proposed tentative code and also any further suggestions. No date has been set for this final hearing but it probably will be in March or April.

Croxson Agency's Rally

Forrest N. Croxson, manager of the Omaha branch office of the Equitable Life of New York, held an agency educational conference Oct. 2-3, attended by 60 of the company's representatives in Nebraska. Many of these agents were on the program, and in addition E. L. Carson, agency supervisor of the Mil-

waukee office, spoke on "The Basic Principles of Selling Life Insurance" and he, together with Agency Vice-President Frank H. Davis of New York, entered into discussions of the various important features of the life insurance business as carried on by their company. Mr. Davis was born and raised in Iowa and is personally known to most of the agents in that territory.

RULING IN NEBRASKA CASE

Widow Must Pay Creditors on Policies Assigned After Her Husband Had Become Bankrupt

The Northwestern Mutual Life has been absolved by the district court of Sarpy county, Neb., from paying again the \$50,000 it handed over to the widow of Fred H. C. Suhl, on policies issued to him between April, 1918, and October, 1919. Suhl died in 1924.

Two days before his death Suhl secured a change of beneficiary from his estate to his widow on \$30,000 of the policies. The other \$20,000 policy had been taken out originally with the wife as beneficiary, and the court said her right to it was inviolate. Suhl left debts of \$52,000 and creditors sued the insurance company and the widow to secure satisfaction of their claim out of the policy proceeds. The court said that as he was insolvent when he attempted the change in beneficiaries it constituted a fraud and the widow must pay the money on these policies into court.

The widow has appealed to the supreme court, asking an interpretation of the clause in the Nebraska insurance laws which protects life insurance proceeds from creditors up to the amount that is represented by what a \$500 a year annual premium would pay for.

Bars "Investors' Syndicate"

Gratification is expressed in insurance circles in Nebraska over the action of the supreme court in barring the Investors' Syndicate, a Minneapolis installment investment company, from doing business in the state, confirming the previous action of the state department. Some of its agents, when it was doing business in the state, sought to sell it on the basis of a substitute for life insurance. The court said the law fixed standards that the applicant did not meet, and confirmed the finding of the state officers that the contracts offered were unfair and unreasonable.

Women Graduate, New Class Starts

Graduation of one class of women life insurance agents and the inauguration of another took place on Oct. 2 at the Milwaukee agency of the Mutual Life of New York, when Mrs. Louise Schiller Ferrar, head of the women's department, was hostess to about 25 members of her staff. The meeting also marked the second anniversary of the founding of the women's department of the agency, the only one of its kind in Wisconsin and one of the most successful in the country.

Twelve women comprised the fall graduating class while an equal number will take the next course. Mrs. Mary Brown discussed the difference between non-cancellable accident and health in-

LIFE ACCIDENT HEALTH

1924 shows a material increase in ASSETS, SURPLUS and INSURANCE IN FORCE.

Extension in Agency Development in Nebraska, Illinois, Arkansas, Texas, California, Washington, Wyoming, Colorado, Missouri and Kansas, with Home Office appointments as District Managers make it worth while for men who can qualify with clean records for Districts still open in the above territory.

Address in Confidence

THE LIBERTY LIFE INSURANCE COMPANY

**Liberty Life Building
TOPEKA, KANSAS**

The History of the Liberty Life Is a Record of Promises Kept.

AMERICAN LIFE REINSURANCE CO.

OFFICES
DALLAS, Home Office Building
CHICAGO, 29 S. La Salle St.

Prompt Service From Both Offices
Maximum Security to Treaty Holders

A. C. BIGGER President	FRED D. STRUDELL Vice-President	MORTON BIGGER Secretary
C. W. SIMPSON Medical Director	BERT H. ZAHNER Chicago Manager	

What Do You Sell?

Service, Company, or Policy

—which?

All three are important, of course. But to our mind the policy is especially so. If you agree that the actual contract itself is deserving of careful attention and comparison on the part of the agent, we invite you to consider seriously the United Life policy, "A Policy You Can Sell."

Any natural death.....\$ 5,000
Any accidental death.....10,000
Certain accidental deaths.....15,000
Accident Benefits \$50 per WEEK.
Also Disability Income, Waiver of Premiums, etc.

ALL IN ONE POLICY

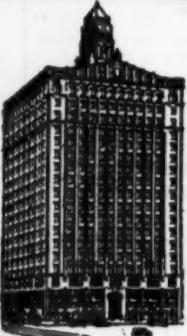
If there is an opportunity open in your town, our Vice-President, Mr. Eugene E. Reed, will tell you all about it. Write him direct—and directly.

UNITED LIFE AND ACCIDENT INSURANCE COMPANY

Concord

New Hampshire

Inquire!



Satisfied Policyholders

More than 67% of all insurance written by this company since 1867 is still in force today. What better evidence could there be that policyholders appreciate the "golden rule" service of Iowa's Oldest Company?

Men desiring to become agents for a good, old line company will realize the advantage of a contract with this company of satisfied policyholders.

EQUITABLE LIFE INSURANCE COMPANY

OF IOWA

Home Office: Des Moines

Founded: 1867

We have openings in Ala., Ark., Dela., D. C., Fla., Ga., Ill., Ia., Kans., Md., Mich., Minn., N. M., N. C., Okla., S. D., W. Va. and Wyo.

Our Agents Have

A Wider Field—

An Increased Opportunity

Because we have

Age Limits from 0 to 60.

Policies for substantial amounts (up to \$5,000) for Children on variety of Life and Endowment plans, thus enabling parents to buy all of the Family's insurance on the Ordinary, i. e. Annual, Semi-annual or quarterly premium plan.

Participating and Non-Participating Policies.

Same Rates for Males and Females.

Double Indemnity and Total and Permanent Disability features for Males and Females alike.

Standard and Substandard Risk Contracts, i. e. less work for nothing.

THE OLD COLONY LIFE INSURANCE COMPANY of CHICAGO

B. R. NUESKE, President

surance and the permanent disability clause in life insurance policies. Miss Judith Wadleigh led the discussion on "Approach." Bruce Whitney, general agent of the Mutual Life, was present and gave an inspirational address.

"Pep" Meeting at Chippewa Falls

Thirty representatives of the Hi-High agency of the Bankers Life of Des Moines at Chippewa Falls, Wis., at-

tended a recent "pep" meeting and conference there. Special guests present were William W. Jaeger, general sales manager from the home office; L. Z. Davenport, regional sales manager, home office, and F. T. Johnson, general agent for the district, Milwaukee. W. F. Winterble, agency manager, was also present from Davenport. A banquet was held following the meeting, attended by the agents, their wives and friends.

PACIFIC COAST AND MOUNTAIN FIELD

NEW RULING ON NON-MEDICAL

Utah Commissioner Tightens Lines Regarding Questions That Must Be Asked By Agents

SALT LAKE CITY, UTAH, Oct. 8.—The following ruling has just been made by John G. McQuarrie, Utah commissioner, relative to the practice of accepting life insurance application for \$1,000 up without medical examination:

"Inasmuch as a number of life companies doing business in Utah have waived the medical examination in accepting a certain class of risks, and have substituted for a scientific diagnosis a particular form of application blank to be used in such cases to be filled out by the agent and signed by the applicant, we deem it necessary to make the following:

"If an agent shall fail in making it clear to the applicant that the validity of his insurance contract depends upon the truthfulness of the statements and the answers made to the questions as recited over his signature, or if he shall fail to read to the applicant the contract he is signing such omission shall be deemed a misrepresentation.

"If the applicant can prove that he was not aware of his statements being made a part of his contract until he received the policy he shall have a right to return the policy to the company for cancellation and demand a return of the premium on the ground of misrepresentation."

Mr. McQuarrie in an interview expressed much dissatisfaction over the way which he claimed some of the companies operating in the state were accepting business. The commissioner said in his opinion no life policy for \$1,000 should be accepted without a medical certificate. He is a life man himself and regretted that there was no state law which compelled the companies to obtain a medical examination before granting the policy. He objected to the dispensing with medical exami-

nation on two grounds, the unscientific method and the disputes that may arise.

Salt Lake Wins Trophy

The agency of the Penn Mutual Life at Salt Lake City, Utah, has been awarded the silver trophy offered by the company for the largest volume of paid-for business in the western division. Leaders were W. A. Carter, manager of the branch; Rulon M. Owen, Leroy Malin and Mrs. Alice L. Doke.

California Agencies in Contest

In the October inter-agency contest of the Pacific Mutual Life, Oct. 31, the objective on the part of the John Newton Russell agency of Los Angeles is to completely wipe the San Francisco agency off the map, as the Bay City organization has the other end of the contest and will doubtless strive equally hard to obliterate Los Angeles. There will be a contest between the three divisions of the Los Angeles agency on basis of submitted business to see which can furthest extend the Los Angeles city limits to the north and win the honor of reaching and absorbing the bay city. Each \$1,000 of business produced will count for one square mile of new city territory; \$4,800,000 of business is the mark set for accomplishment, and a production of \$200,000 a day will cover the 480 miles between the two cities and extend the city limits of Los Angeles far enough to take in San Francisco. About 230 agents will participate in the campaign and it promises to be one of the most lively contests in the history of the agency.

Will Require a Bond

The Western States Life announces that starting the first of this month it will require fidelity bonds of all agents. Those now in the service will not be required to pay for the bond, but all new agents will make a deposit to pay for the bond, which will be returned when the agent has produced not less than \$25,000 of new business.

IN THE ACCIDENT AND HEALTH FIELD

UTAH SUICIDE LAW IS UP

Validity of Statute to Be Reviewed by United States Supreme Court at Its Present Session

WASHINGTON, D. C., Oct. 7.—Prominent among the cases to be reviewed by the United States Supreme Court, which began its sittings Monday, is the validity of the Utah law holding accident insurance companies liable for the death of policyholders through suicide. As amended in 1923 the Utah statute provides that "in from and after the passage of this chapter the suicide of a policyholder after the first year of any life insurance company doing business in this state shall not be a defense against the payment of a life policy, whether said suicide was voluntary or involuntary and whether said policyholder was sane or insane."

In its consideration of an action before it the Supreme Court of Utah held

that the provisions of the quoted life statute applied equally to accident companies, thus giving it the same interpretation as did the United States Circuit Court of Appeals a short time previously. The court further held that the first policy year as recited in the law means the year for which an annual renewable policy was first issued, refusing to accept the contention of the interested company that each renewal policy should be construed as a first year contract. It also held that no substantial distinction existed between "accidental death and death by accident."

Missouri Decision Recalled

Some 15 years ago casualty underwriters were greatly exercised over a decision of the Missouri Supreme Court holding them liable for death through suicide. This decision was later modified through the enactment of a state law making a distinction between suicidal act by a sane or by an insane person, the burden of proof to determine

insanity being placed on the plaintiff. A similar statute with like definition obtains in Colorado.

Income Guaranty on Coast

The Income Guaranty of South Bend, Ind., has been admitted to California. J. K. Deming of Los Angeles is general agent there.

WITH INDUSTRIAL MEN

NEWS OF THE PRUDENTIAL

Number of Promotions in the Ranks Have Been Announced Affecting a Number of Offices

Ward S. Hempstead assumes charge of the Salem, Mass., district of the Prudential. Superintendent Daniel F. Marshall of the Salem district is transferred to Miami, Florida.

Assistant Superintendent Edward E. Heinlein, now of the Charleston, W. Va., district, Huntington detached assistance, is transferred there from Wheeling, W. Va., Martin's Ferry, detached, assistance.

Assistant Superintendent James A. Wise of Clarksburg, W. Va., of the Fairmont district, is transferred to that location from Grafton, W. Va.

Assistant Superintendent Arthur G. Thomas, formerly in charge of the Clarksburg, W. Va., detached assistance of the Fairmont, W. Va., district, takes charge of an assistance in Tampa, Fla.

Agent Frank J. Willis of the Baltimore 1 district is appointed assistant superintendent in the same district.

Agent James Thibaut is appointed assistant superintendent in the New Orleans district. He was formerly an agent in the same district.

Assistant Superintendent John W. Warren, Jr., of the Norfolk, Va., district, takes an assistance in the new Miami, Fla., district.

Special Assistant Superintendent Charles F. Dudley of the Washington, D. C., district, is appointed as a regular assistant superintendent, and took the assistance vacated by H. W. Brent.

Agent Daniel T. Connors of the Cincinnati No. 1 district assumes charge of an assistance in the same district.

Two group insurance cases were recently reported by the Columbus No. 2 district, one of them for over a half million.

Superintendent John B. Myers, who has been in charge of Chicago No. 5, has been transferred to a new district opened at Glendale, Cal. A. X. Schmitt, formerly superintendent of Chicago No. 3, will take charge of Chicago No. 5. Mr. Schmitt, formerly assistant in New York No. 12, has become superintendent at Schenectady, N. Y.

CHANGES BY JOHN HANCOCK

Announcements of a Number of Promotions and Transfers Is Made Affecting Many Men

The following have been promoted from agent to assistant superintendents of the John Hancock in the districts of their service:

William C. Ryan, Brockton (Plymouth detached); Michael A. Luisi, Cleveland 3; Clarence Wenzel, Toledo; Clifford J. Harrison, Cincinnati; Joseph Basta, Buffalo (Niagara Falls detached); Nicholas J. Clannan, Detroit 2; Arthur Gingrass, New Bedford; Albert A. Lalliberte, Portland, Me. (Biddeford detached); James T. Brooks, E. St. Louis (Alton detached); Frank P. Wright, Jr., Hempstead (Riverhead detached); Benjamin Levin, New York 2; Edward J. Helinek, Philadelphia 2.

Those promoted and transferred are: Russell A. Vandegrift, from agent at St. Louis 3, to an assistant superintendent at St. Louis 1; Jacob Dinner, from Brooklyn 3, to an assistant superintendent at Elizabeth (Perth Amboy, N. J., detached); Leo P. Travis, from agent at Philadelphia 4, to an assistance at Philadelphia 5; Harry J. Wempen, from agent at Philadelphia 1 to an assistant superintendent at Allentown, Pa.; Patrick R. Burns, from agent at Schenectady, N. Y., to an assistant superintendent at Troy, N. Y.; Benedict B. O'Brien, from agent at New Britain, Conn., to an assistant su-

perintendent at Stamford (White Plains detached).

Assistants transferred are Martin Josephson, Elizabeth (Perth Amboy detached), to Elizabeth, N. J. (proper); Harry B. Gruenberg, Jersey City to New York 1; John J. Suprenant, Waterbury (Torrington detached), to Waterbury (proper); Leo J. Driscoll, Waterbury (proper), to Waterbury (Torrington detached).

Other changes are: Raymond J. Keating (training cashier), at Hartford, to cashier at Flint, Mich.; Walter L. Hartman, Jr., from assistant cashier at St. Louis 1, to cashier at Indianapolis, Ind.; Hale H. Biddle, from cashier at Indianapolis, to same capacity at Chicago 2; Sigmund Fitz, from assistant cashier at Cleveland 2, to Grand Rapids, Mich.; William F. Scheve, from cashier to agent at Grand Rapids, Mich. (Muskegon detached); Gordon D. Crocker, from cashier at Chicago 2, to an agent at Springfield, Mass.; John F. McCarthy, from clerk at Bridgeport, to cashier at Meriden Conn.

Public Savings Changes

Recent changes of the Public Savings in the field are:

Superintendent J. K. Walker, Hammond, Ind., promoted to manager of the Gary district.

Agent A. VanDeman, Hammond, is promoted to superintendent.

Superintendent M. T. Rossiter is transferred from Fort Wayne to Indianapolis West.

Superintendent C. J. Nicoulin is transferred from New Albany to Bedford, Ind.

Agent J. T. Kenney is promoted to superintendent, New Albany, Ind.

Superintendent J. R. Aslop is transferred to Linton from Vincennes, Ind.

Agent H. Ferris is promoted to superintendent at Kokomo, Ind.

Western & Southern Convention

The Western & Southern Life held its annual state convention for Ohio at Dayton, Saturday. The sessions have usually been held at the home office at Cincinnati, but in recognition of the large volume of business done by the Dayton office, it was decided to hold the convention in Dayton. President W. J. Williams announced that the company is now approaching the \$500,000,000 mark of insurance in force. Besides President Williams, other company officials from the home office were: H. T. Head, assistant secretary; Charles M. Biscay, manager, ordinary department; Samuel H. Smith, superintendent of agencies; H. L. Teegarden, supervisor; L. A. Keary, ordinary representative, and J. J. Doyle, manager publicity department.

LOCAL ASSOCIATIONS

BIG FACTOR IN BANK CREDIT

Federal Reserve Bank Official at Dallas Emphasizes the Importance of Life Insurance

DALLAS, TEX., Oct. 8.—The relation of life insurance to bank credits has grown in such proportions during the past few years that at present a life insurance policy is almost an essential in negotiating a loan at a bank or from a banker, Col. C. C. Walsh, reserve agent of the Federal Reserve Bank, told the North Texas Association of Life Underwriters at its recent meeting. Colonel Walsh declared the bankers are more and more leaning toward life insurance as a necessary collateral for loans, and while he did not predict that the time will come when no loans will be made unless the applicants are well insured, he thought the time will come, or rather is already here, when a life insurance policy will aid in obtaining credit at the banks.

Colonel Walsh, formerly one of the leading bankers of the cattle country, has been taking life insurance into consideration for years in passing on applications for large loans for considerable periods. He says the bankers have found out that a man who carries a \$5,000 or \$10,000 life insurance policy is a good moral and physical risk. If he was not, the life companies would not insure him. The moral and physical side of the question of loans is a big one, the banker said, and it is solved

The

Inter-Southern Life Insurance Company

LOUISVILLE, KENTUCKY

JAMES R. DUFFIN, PRESIDENT

ENDEAVORS TO DEVELOP NEW BUSINESS AND CONSERVE THE BUSINESS
ALREADY WRITTEN

By

1. Preparing booklets, circulars, etc., for selling new prospects.

2. Develop campaigns for the stimulation of new business and conserving business already written.

3. Prepare advertising material to supplement the effort of the Agents.

4. Supervise all Company letters, notices, and forms going to policy holders to maintain their good will.

5. Educate Agents to become specialists "Able to fit the policy to the need."

Individual or group

THE
INTER-SOUTHERN LIFE
INSURANCE COMPANY
LOUISVILLE, KENTUCKY
IS A GOOD COMPANY

And Good Men can find good contracts with this Good Company.

This is the day of the trained insurance man

He knows:

- How to find prospects*
- How to secure their favorable attention*
- How to plan their protection program*
- How to get the signed application and the check with it*

The Aetna Life Insurance Company's Training School provides these tools. A course will be given at the Chicago office from November 2nd to 20th inclusive. It is open to all those holding contracts with the Aetna.

There is no tuition charge for enrollment.

Here is an opportunity to increase your Paid Business 40%. Applications must be received before the 15th of October.

S. T. WHATLEY, General Agent

AETNA LIFE INSURANCE COMPANY

Illinois Merchants Bank Building
Phone State 3380

An account with the Aetna pays

THE MUTUAL LIFE

The Mutual Life Insurance Company of New York has a record of EIGHTY-TWO YEARS of prosperous and successful business. It has passed through panics, pestilence and wars unharmed, and to-day, as a result of eight decades of endeavor, offers financial strength, reputation, magnitude, leadership, and life insurance service.

Those considering life insurance as a profession are invited to apply to

The Mutual Life Insurance Company of New York

34 Nassau Street, New York

Springfield Life Insurance Company

A MUTUAL LEGAL RESERVE LIFE INSURANCE COMPANY
HOME OFFICE: SPRINGFIELD, ILLINOIS

AGENTS WANTED

We offer to Agents who CAN—

- (1) Liberal first year commissions
- (2) Liberal renewals—thus insuring a permanent income
- (3) Actual—not promised—home office co-operation
- (4) Large actual prospect lists

Business in Force \$80,000,000

C. Hubert Anderson, Supt. Agencies
Springfield, Ill. A. L. Hereford, President
Springfield, Ill.

when a life insurance policy of considerable size is carried. The bankers, too, look upon the life insurance policy as a means of liquidating loans in case the borrower dies before the loan matures.

The Federal Reserve Bank provides a space on loan applications for showing the amount of life insurance carried by borrowers, to whom it is made payable and in what company taken. That means that on paper rediscounted by it, the banks have taken life insurance into consideration before loans were made.

St. Joseph, Mo.—A meeting of the principal life insurance men of St. Joseph, Mo., will be held on Friday of this week to consider ways and means of organizing a local association. During the annual convention of the National Association at Kansas City last week a preliminary meeting for this purpose was held. Charles E. Ballew of the Phoenix Mutual at St. Joseph presided as temporary chairman. W. A. Searle, assistant to the president of the National Association, told of the purposes and benefits of a local association and how one may be formed. There was an association at St. Joseph for some years, but it has not been in existence for several years.

Buffalo, N. Y.—The Buffalo association, of which Sidney Wertimer is president, has planned an interesting series of meetings for the fall and winter season. The next monthly meeting will be Oct. 23, a joint conference with the Buffalo Chamber of Commerce, at which Dr. S. S. Huebner will be speaker. Other insurance speakers with whom tentative dates have been arranged are: James Elton Bragg, vice-president of the Manhattan Life; K. A. Luther, vice-president Aetna Life; Dr. John A. Stevenson, vice-president Equitable of New York.

A new feature this year is a series of meetings to be held one a month on Tuesday evenings, at which talks will be exclusively by local life underwriters. General sales ideas will be exchanged and there will be sales demonstrations. The first meeting will be held Oct. 6. Clay W. Hamlin will be chairman, assisted by Harvey Weeks. The subject will be "Sales Motives." Other chairmen and subjects will be: Charles A. Hinckley, "The Interview and the Close"; F. A. G. Merrill, "Objections and How to Meet Them"; William H. Stanley, "Charts and Briefs"; Clinton Davidson, "Trusts and Programs."

Boston, Mass.—The executive committee of the Boston association announces that the regular meetings of the association for the balance of the year will be held on Friday, Oct. 16, Nov. 20, and Dec. 18. All will be noon luncheons and ladies, for the first time, will be allowed to attend. At the October meeting there will be a report from the National association convention by the Boston delegates, Paul F. Clark, Franklin W. Ganse, Joshua B. Clark and Charles C. Gilman. The December meeting will be the annual meeting.

Altoona, Pa.—Life insurance men of Altoona have organized the Altoona Life Underwriters Association. The president elected was George G. Best, Metropolitan Life. A. G. Neles, Equitable of New York, was chosen vice-president, and Harry Schall, also of the Equitable, was elected secretary and treasurer. The following committee chairmen were named by President Best: Education and program, R. S. Hershberger, Equitable of N. Y.; membership, D. Hawkins, Prudential; education, Paul V. Tillard, Fidelity Mutual; publicity, Dean A. Clark, Prudential.

Chicago—The Chicago association will hold a meeting this month and will be addressed by Harry C. McNamer of the Equitable Life of New York, former Chicago president, who will speak on establishing educational funds for children. Mr. McNamer has given this subject much attention.

Rochester, N. Y.—Harry Collins Stillman of New York, educational director of the Remington Typewriter Company, addressed the first fall meeting of the Rochester association on the subject, "Personality as a Basic Factor in Selling Life Insurance." The speaker emphasized the psychological factors which go to make up the personality of the individual and pointed out that the first essential to successful selling is straight thinking on the part of the salesman and the ability to get others to think about life insurance from his standpoint.

President John B. Barber presided at the session which had an attendance of 226 members.

New York City—With a membership beyond the 1,600 mark, the New York association enters the fall season with greater enthusiasm than ever before. The October dinner is scheduled to take place at the Hotel Astor Oct. 13, the star speakers at which will be J. E. Bragg, vice-president of the Manhattan Life, and John H. Scott, general agent of the Home Life. The topic on which Mr. Bragg will talk will be "Meeting Competition," while that chosen by Mr. Scott is "Father and Son Insurance."

Springfield, Mass.—Dr. Lawrence G. Sykes, medical director of the Connecticut General, addressed the first fall meeting of the western Massachusetts association at Springfield, Sept. 28, on "The Relationship of the Medical Department to the Field Agents." Maynard E. Keiser, general agent of the John Hancock Mutual, the newly elected president of the association, presided.

Cleveland, Ohio—Glover S. Hastings, superintendent of agencies of the New England Mutual Life, will address the October luncheon meeting of the Cleveland association on "Putting Life into Life Insurance."

Rockford, Ill.—Clinton F. Criswell, secretary of the Chicago association, and a delegate to the national convention in Kansas City last week, was speaker at the Rockford association meeting Monday evening. It opened the 1925-26 programs of the Rockford organization and all underwriters of the city were invited to be guests at the event. The program committee has arranged a fine outline of topics for the fall and winter season.

Indianapolis, Ind.—The Indianapolis association is planning to give a complimentary dinner Friday evening of this week to Frank L. Jones, their fellow member who was elected president of the National Association of Life Underwriters at Kansas City last week.

Philadelphia, Pa.—The biggest season of the Philadelphia association starts Friday night with a banquet and a fine list of speakers. A number of new members will be voted into the association. E. J. Berlet, as chairman of the publicity committee, is on the job even more than ever before and furnishes novelty with every announcement of the association's "doings" periodically. Association leaders give great credit to "Jack" Berlet's wide-awake committee for the outstanding success of the association gatherings last season.

NEWS OF LIFE POLICIES

New Policies, Premium Rates, Dividends, Surrender Values and all Changes in Policy Literature, Rate Books, etc. Supplementing the "Unique Manual-Digest," published annually in May at \$3.50 and the "Little Gem" published annually in April at \$2.00.

Metropolitan Life

The Metropolitan Life is considering applications this month in the ordinary and intermediate departments up to \$10,000 without medical examination, providing the applicant has passed an examination and had a policy issued in either of the departments within two years. The applicant must be between ages 20 and 50, and if female must be unmarried and self supporting, and the offer does not apply to residents of Arizona, Georgia, Idaho, Iowa, Massachusetts, Mississippi, Nebraska, North Carolina and Oklahoma, where the laws require medical examination. The amount applied for must not be greater than the previous policy issued within two years, except that the new application may be for \$2,000 if the previous amount was \$1,000. Disability benefits and double indemnity are also applicable. The company reserves the right to require medical examination if so desires.

Mutual Benefit Life

The Mutual Benefit has announced that the dividend scale for 1926 is estimated to call for an increase of 6 percent in the total dividends over what would be required under the 1925 scale. The interest results from favorable mortality, there being no change in interest or margin factors. The new scale shows an estimated increase of 13 1/2 percent in the total mortality factor. Including the 1926 scale there have been six dividend increases, this being the third consecutive year in which an increase has been announced.

INVITATIONS OUT FOR PRESIDENTS' MEETING

(CONTINUED FROM PAGE 1)

the American people during the next twenty-five years and demands of present-day leaders that they be alert to future opportunities and responsibilities.

"That life insurance emerges from the first quarter firmly established in the public mind as an integral part of our national economic structure is demonstrated by the progress of the business during this epoch. The opportunity presented to life insurance for further contributions to the national welfare, through its contacts and cooperation with government, with industry, with agriculture, with business and commerce generally and with the people themselves will characterize the deliberations of our convention. That our outlook may be broad, acknowledged leaders of vision and experience in other fields will exchange views with life insurance executives in contemplating common problems attending the opening of the new quarter century. The suggestions to be presented will be addressed to the general theme: 'The Underwriting of a New Era of American Progress.' This will be the convention slogan.

National and State Taxation

"The far-reaching influence of taxation upon national economic progress logically leads to the inclusion of this subject as a part of our program. Federal taxation with respect to its effect on taxpayers and business generally will be discussed. Also, the effect of state tax laws specifically relating to life insurance will be considered from the viewpoint of their relation to policyholders and their beneficiaries.

"The service performed by life insurance in the past and the potential scope of its activities for the future along credit lines will be presented by leading company executives from various parts of the United States and Canada. The future credit needs of the country, both

rural and urban, as evidenced by recent trends in the investment of life insurance funds; the credit requirements of railroads and our rapidly expanding public utilities; borrowing by policyholders; the health of the nation as revealed by current death claims of life insurance companies, will all have their place on the program.

Legislation and Economic Progress

"The vital part of legislation in any constructive economic program demands its thoughtful consideration in the light of facts—not guesses. Too frequently criticism of legislators, both state and national, is based upon prejudices and half-truths. A measure of the real service performed by lawmakers will be indicated to the convention by a statistical survey of the activities of the 49 legislative bodies of the United States for two decades of the quarter century. This is believed to be the first effort of its kind covering a substantial consecutive span of years adequate to support definite conclusions. The survey and the conclusions to be drawn therefrom will be presented by a student of wide legislative experience."

RECORD BROKEN TWO TIMES IN ONE DAY

(CONTINUED FROM PAGE 1)

Peabody's friends put it up to the population of the town that they must help him win.

The first thing the agent did was to get himself in good physical trim by taking a course of calisthenics daily and swimming in the Y. M. C. A. pool every day for ten minutes. Direct by mail campaigns were used and Mr. Peabody and his friends continued to give publicity to any item tending to advance the cause. On Monday, the day before the big test, Mr. Peabody had culled his list down to 116 names of which he felt reasonably sure.

He had his first application at 4:30 in the morning and with the assistance of his wife and secretary spent the day

in making calls and writing applications in the office. His largest policy was for \$10,000 with a minimum of \$1,000 for a total of \$147,000. The population of Sedalia is 23,000. Mr. Peabody has been carrying a rate book for the Royal Union for the last ten years.

It is rather interesting that George Cowton of Grand Island should pick the same day on which to make his try which resulted in giving him the world's championship. Mr. Cowton secured the cooperation of the Omaha branch of the Equitable on a direct-mail campaign and listed 250 prospects as either favorable or doubtful. Daily ads were run in the local newspapers and approximately 100 promises were secured previous to Sept. 29.

The Championship Drive Started

Bright and early that morning Mr. Cowton started out with a fellow representative and at the close of the day had written and settled for \$201,000 worth of insurance on the 122 policies. Seventy medical examinations were completed that day with the remainder on the following day.

Since Mr. Cowton joined the Equitable Life in 1909, he has been a member of the Quarter Million Club for six years. Since November, 1919, he has had an unbroken record of at least one application a week, and since about the middle of 1924 he has written at least two applications a week, in spite of spending five weeks in California during that time.

With few exceptions Mr. Cowton found that representatives of other companies in Grand Island cooperated with him and it is believed that the drive will benefit the entire community. Mr. Cowton presented the bundle of applications to Vice-President Frank H. Davis at a meeting of the Nebraska Equitable Agents at Omaha, Oct. 2.

The entire community of Grand Island was aroused when Mr. Cowton first announced that he would try to break the world's record. It was then generally conceded that Spencer B. Apple was the

champion with 105 apps in one day. Neither Mr. Cowton nor Mr. Peabody had any idea that the other was to make a record-breaking attempt on the same day. Mr. Peabody knew that he had broken the Apple mark, but did not know that some one had beaten him. Mr. Cowton knew that he had to write more than 105 apps but did not know that Mr. Peabody was setting a record of 115.

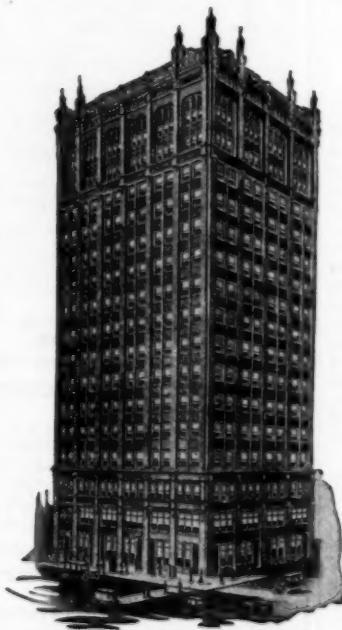
A number of slogans were worked out by Mr. Cowton and his Grand Island friends and they determined to put the city on the map. Other agents were willing to cooperate in a general way and the wide publicity given the event beforehand made success almost certain, according to Mr. Cowton's "campaign managers."

The daily newspaper campaign also aided considerably in getting the people of Grand Island aroused to the proper pitch. There were but three term policies out of the entire 122, most of them being ordinary life and 15-year and 20-year endowments. The total insurance written of \$201,000 made the average better than \$1,500 a policy. The premiums amounted to \$5,650, an average of \$28 on a policy.

Expect to Cash in on Efforts

Mr. Cowton does not plan to order any additional insurance out with the policies applied for, but he expects to make reasonable efforts to increase the amounts written within the next sixty days while the public of Grand Island is in the insurance-buying mood. Other companies' agents are expected to make similar drives for increased business as a result of the favorable reception given the attempt of Mr. Cowton.

In discussing the danger of slumps following such drives, it was pointed out that the accomplishment makes the finest kind of an object lesson for other agents and at the same time proves the possibilities of real effort. It is already reported that the other agents of Grand Island are benefiting from the work of Mr. Cowton.



PEOPLES LIFE BUILDING

OPENINGS IN Ohio - Indiana - Illinois - Iowa

Can you sell life insurance? Do you think you can?

The Peoples Life has policies which you can sell and it has an attractive agency contract. But more than that it is made up of men with whom you will enjoy working. They are men like yourself who have been through the mil. They know just what service is, and what things are needed to enable you to sell the maximum of life insurance.

If you are a life man not presently attached or if you are thinking of life insurance selling, you will want to know just what the Peoples Life has to offer before making a definite connection anywhere.

The Peoples Life is not a tremendously large company. But it is a growing one—one in which there are countless opportunities for you to advance yourself. Write E. J. Cotter today for an appointment.



Chicago, Illinois

NEW TRUSTEES BOARD NAMED AT KANSAS CITY

(CONTINUED FROM PAGE 3)

Mr. Foehl are ex-officio members of the board of trustees.

LAST DAY'S TALKS

At the final session of the annual convention of the National Association of Life Underwriters at Kansas City last week, "Service to Clients" was the topic discussed. George A. Kederich of New York presided as general chairman although the program itself was prepared by Joseph D. Bookstaver, New York manager of the Travelers. Gerald A. Eubank of the famous Hart & Eubank general agency of the Aetna Life in New York was the first speaker, discussing "Maintaining Good Will of Cli-

ents." Mr. Eubank's general subject was discussed by Jack Warshauer of New York and Charles B. Palmer, general agent of the National of Vermont at Wilmington, Del.

Address by Bragg

Edward J. Sisley of New York spoke on "Securing Future Business from our Clients" and his talk was discussed by Miss Marion B. Sanders of New York. One of the outstanding addresses of the closing session was that of James Elton Bragg, vice-president of the Manhattan Life, who had as his subject "Securing the Business of Others Through the Good Will of Clients." Charles H. Van Kirk and Russell S. King of Chicago both discussed briefly Mr. Bragg's subject. The session was summarized and closed by Dr. Charles J. Rockwell, director of insurance of the University of Pittsburgh.

BANQUET SPEAKERS IN DEBATE

Henry J. Allen, former governor of Kansas, and Dr. Burris A. Jenkins, pastor of the Linwood Boulevard Christian Church of Kansas City, were the two speakers at the annual banquet of the National Association. Their talks took the form of a debate. Dr. Jenkins in his talk pointed to life insurance as the culminating development of cooperation. While Mr. Allen disagreed with the major argument made by Dr. Jenkins he wound up by warmly commanding life insurance and what it is doing for the nation. Both speakers talked at great length. In fact, the operators did not conclude before 11:30 p. m.

DALLAS LOOKS LIKE WINNER

There are many who believe that Dallas, Tex., has already made such a strong bid for the 1927 convention of the National Association of Life Underwriters that it can be set down now that Dallas will get the big meeting after Philadelphia. Don L. Sterling, an agent of the American Life Reinsurance at Dallas and the president of the North Texas association, was at the head of a delegation of 125 that journeyed from Dallas to Kansas City in order to present the claims of Dallas. Mr. Sterling was elected first vice-president of the National Association last week. At the closing session, booklets descriptive of Dallas were distributed among those present, the booklet bearing on its front cover the words, "Welcome—Dallas Invites the 1927 Convention of the National Association of Life Underwriters." This bit of enterprise upon the part of the Texas delegates made an impression and unless some other city presses its claim strongly and persistently, it is believed that Dallas will be the scene of the 1927 meeting.

OFFICE MEN PLAN

IMPROVED METHODS

(CONTINUED FROM PAGE 5)

B. Mead, retiring president, was elected to the board of directors for one year to fill Dr. Cook's place.

The first round table conference of the afternoon was "Accounting for the Collection of Premiums" with P. C. H. Papps, mathematician of the Mutual Benefit Life, acting as chairman.

Have Library Facilities

Dr. H. W. Cook, the new president, acted as chairman on the discussion of the operation of "Home Office Service Departments." Dr. Cook, who is vice-president and medical director of the Northwestern National Life, said that they have a centralized system of serv-

ice, in which such items as messenger service, telephone, inter-department correspondence, etc., are handled. They have found that a great deal of time can be lost if no definite system is used. They maintain excellent library facilities and it is found these are quite actively patronized. R. C. Neuendorffer, secretary of the Guardian Life, was in charge of the discussion.

Roy M. Jones, secretary of the Atlantic Life, said that if each employee could visualize what he is doing and why he is doing it, for the good of the company as well as for himself, it would be a very fine thing. They find that office manuals are very useful and valuable for employees to study to learn about the different phases of the business. The Atlantic Life uses the management committed plan whereby they work out just what each given department is to do, and arrange affairs accordingly.

Speaking on libraries, Mr. Rhodes of the Metropolitan Life said that they maintain a library of 60,000 volumes and subscribe to 600 magazines. They have a librarian and four assistants. Their librarian is a good salesman, in that she finds out if a department uses their books and if not, why not.

Have Abandoned Time Clock

Mr. Rhodes further said that in their home office they do not use the time clock. A bonus is offered for perfect attendance for a period of thirty consecutive days and which may start at any time. After using and discarding several plans, this was adopted and it is found to be working out very nicely. About half the entire organization get the bonus each month.

R. F. Tull, secretary of the Fidelity Mutual, acted as chairman on the subject, "Destruction of Office Records." The discussion was handled by A. J. McAndless, assistant secretary of the Lincoln National Life.

The regular business session ended Friday afternoon, and Saturday morning various members visited Chicago home offices, and some journeyed to the golf links for a round of golf.

MONTREAL GETS THE MEETING

Actuarial Society Is Planning a Most Interesting Gathering at Its Coming Convention in Canada

NEW YORK, Oct. 7.—Fellows and associates of the Actuarial Society of America have been advised that the semi-annual meeting will be held at Montreal, Oct. 26-27, where the members will be guests of the Sun Life of Canada. Galley proofs of papers prepared for the gathering will be submitted each attendant, while the papers submitted at the last annual meeting will be thoroughly considered. In addition there will be an informal discussion of topics of current interest at one of the sessions. In addition to the business program a series of entertainments has been arranged for, special provision being for the ladies who will accompany the party.

To Hold Inter-Agency Contest

The Pacific Mutual Life has inaugurated an inter-agency contest for October. The agencies have been divided into class A and class B agencies, the former division consisting of those which have an organization sufficiently large to permit of its division into two teams.

The agency in each pair or group

paying for the largest percentage of its allotment written and examined within the period of the contest and paid for by December 20, 1925, will be considered the winner. Sterling silver trophies will be provided by the company for the leading individual producers in each agency.

SUPERVISOR

An Eastern Life Insurance Company is desirous of obtaining a few experienced Life Insurance producers who are ambitious to become Supervisors for the following territories:

Eastern Pennsylvania District of Columbia Tennessee Maryland Indiana Delaware Kentucky Michigan West Virginia

Age 30 to 45 preferred.
All correspondence strictly confidential.

Address O-77, care of
The National Underwriter

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Consulting Actuaries
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Telephone State 4992 . CHICAGO

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CONSULTING ACTUARY
Hubbell Building
DES MOINES, IOWA

THE CAPITOL LIFE INSURANCE COMPANY

Clarence J. Daly, President

Condition—December 31, 1924

Assets	\$ 7,131,728.89
Liabilities	6,263,850.65
Capital and Surplus	868,078.24
Insurance in Force	54,025,068.00

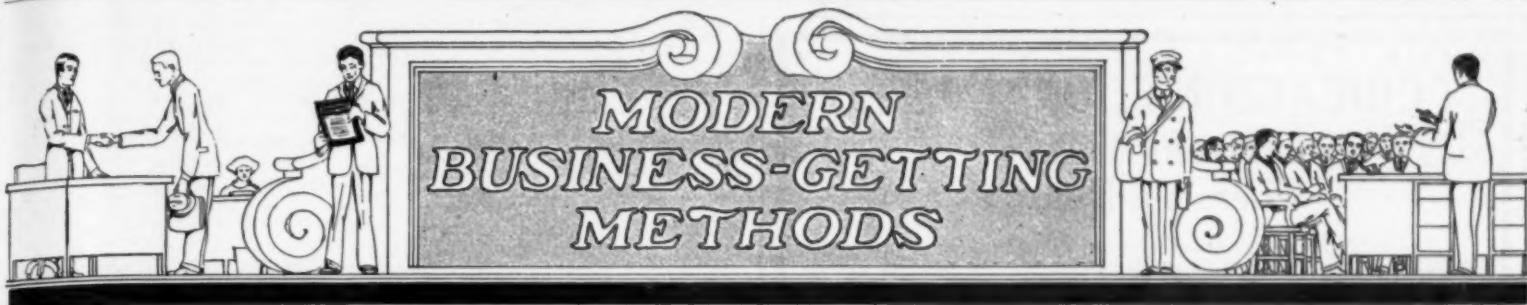
FULL HOME OFFICE CO-OPERATION ENABLES OUR AGENTS TO SUCCEED.
DESIRABLE TERRITORY OPEN TO MEN OF ABILITY.

Mr. Executive

Have you a place with a future, open in your Home Office organization for a man thirty-one years of age—five years life insurance experience, \$300,000 personal production in the last twelve months, fine education, unquestionable character and a good personality. Free to go anywhere, best of references from all past connections. Now serving as manager of field force.

Address P-48

Care The National Underwriter.



Filling a Client's Needs When Original Sale Is Made, Best Way of Maintaining Good Will in Connection With the Future

BY GERALD A. EUBANK

THE maintenance of good will begins with the making of the sale. When the sale is originally made, the agent must be gracious in his manner; he must give the client substantial information that is accurate and dependable, both with reference to the ascertainment of his insurance needs, and with regard to the remedy which the agent is applying for their fulfillment.

It is not enough for the agent to fill the client's needs properly. He must explain to the client the reasons why, so that the client will understand from the

before the client in their simplest form for his decision.

The processes which we have mentioned above constitute means of establishing good will in the very beginning, the first and most important step in maintaining the good will of clients.

The succeeding steps in maintaining good will consist of contacts with the client. These contacts may be made either by the agent, the general agency of the company, or by all three.

Contacts With Client May Be of Two Kinds

We usually confine our discussion exclusively to contacts by agents with their clients. These contacts may be had in either of two ways—through letters or through personal interviews. There are two types of letter contacts—those originating with the client and those initiated by the agent. Letters that originate with the client usually either ask for information about his policies, or they call for the exercising



GERALD A. EUBANK
Aetna Life, New York City

beginning, not only that the needs have been filled, but he must be convinced that they have been filled in the most adequate and proper manner by the agent.

Time Enters as an Important Factor

In the original sale the agent must handle all of the details promptly, for in no other vocation does time seem to enter as a more important factor. He must also handle the transaction with as little trouble to the client as possible. Not only must he be considerate of his client's time, but he must also be considerate to the extent of endeavoring to keep the client from having to perform an undue amount of thinking over the matter. Just as we instinctively appreciate the hotel or restaurant which lays before us a complete meal, without our having to devote much thought to its selection, so does the average client appreciate the services of the tactful and unobtrusive life underwriter, who works out all of the intricacies of the life insurance transaction and lays them

This address by Mr. Eubank, who is a member of the firm of Hart & Eubank, general agents of the Aetna Life in New York City, was delivered at the closing session of the National Association of Life Underwriters in Kansas City last week.

of options or policy privileges, or they make complaints.

These letters should not be handled in a stereotyped, hackneyed fashion by some clerk in the office, but the agent should have them referred to him, and he should put a personal touch into the handling of the client's insurance affairs.

The client's letters may seem to require only routine treatment, but every such letter is an opportunity for cementing good will by the granting of superservice to the policyholder.

Letters From Agent Directed to Client

Letters originating with the agent, which are directed to the client, may be grouped into three classes: Those in which the agent solicits new business from the client; those of congratulatory character, and those in which service information is given.

The agent should take care in soliciting new business not to hound the client, or make him feel that he is going to be deluged with letters to the extent that he might wish he had never taken a policy in the first instance. Perhaps soliciting letters should be more sparingly sent to old policyholders than letters giving information about new insurance developments, taxation matters, beneficiary suggestions and the like.

Those that we group under the heading of service information, as well as congratulatory letters, having to do with such events in the client's life as promotions, additions to his family, birthday greetings, etc., the agent should

avoid effusiveness, bombast and insincerity.

Timing of Personal Calls on Policyholders

The other method of contact is through personal interviews with the policyholder. It is a good rule in the maintenance of good will among clients for the agent to call on every client not less than twice every year. The timing of those calls is important. He should see him on his birthday, and this should be distinctly a personal call, having no reference to business. He should simply congratulate him on the attainment of his birthday, and do it in a manner that will convince the client that he really has a personal interest in him and that the use of the birthday is in no sense for the purpose of solicitation, but that the call is personal entirely. The agent should not discuss insurance unless the client himself initiates the subject.

The other time for calling on the prospect should be a few days before his change of age. This should be distinctly a business call, and insurance should be solicited through the medium of advising the client of the increase in the future cost of his insurance unless application is made at his younger age.

Opportunities Seen in Dissatisfied Client

The dissatisfied client instead of being a liability should be considered by the alert underwriter as an opportunity of furthering good will. If the dissatisfied client presents a situation in which you

or your company is wrong, the agent should admit it and take steps to have the wrong rectified. The dissatisfied client is in the psychological condition of expecting to be resisted, and you take the wind out of his sails if you admit the wrong if there is one.

If you or the company are right, and the client is wrong, the agent should tactfully, but firmly, demonstrate to the client the true situation, and with firmness maintain that position. An explanation giving the facts frankly and graciously will, in most cases, bring the client to a reasonable attitude. By adroit handling all dissatisfied customers may be changed into boosters.

Agent Should Take Care to Rectify Any Injustice

The agent should take a pride in transforming clients who are in this frame of mind into the opposite state of mind.

When the client sees that the agent and his company want, above all else, to be fair, no matter what the cost may be, of time or money, then that client, if he be a man worth having as a client, will do everything in his power to rectify the injustice that has been caused by his dissatisfaction.

In the last place, the best rule by which to maintain good will among clients is for the agent to visualize the kind of insurance man to whom he would wish to entrust his insurance interests, if he himself were a client, and then to try to live up, as an underwriter, to the standard he would demand if he himself were the client.

SECURING FUTURE BUSINESS FROM PEOPLE WHO ARE ALREADY CLIENTS

In speaking on the topic "Securing Future Business from Our Clients" at the closing session of the National Association of Life Underwriters in Kansas City last week, Edward J. Sisley of New York City said:

"I am going to assume that I am addressing all-time life insurance producers. By this I mean that I am going to assume you are devoting your entire time and attention to life insurance and not handling any other lines of the insurance business. May I say that if any of you are attempting to qualify yourselves to handle lines other than life—such as fire, liability, etc.—please profit by the experience of one who knows, take his advice and keep away from them. I have no desire to speak disparagingly of the ability to handle lines other than life. The expert fire underwriter or compensation and liability producer has my highest respect, but in my opinion they are in a class by themselves which should be handled exclusively by specialists, and life insurance, in turn, should be handled in the same way."

Client Will Think More of Life Insurance Specialist

"In performing a service to a client it is not necessary to be equipped to write his fire insurance, or his automobile insurance, or anything else that he may want other than life insurance, because the life insurance differs so vastly from the other lines that he will think more of you if you are specializing in it, studying its various changes daily and convincing him that you are to him in

life insurance matters what his lawyer is to him in legal matters.

"The subject we are here to consider is 'How to Secure Future Business from Our Clients.' Naturally, this is of the greatest importance to every life insurance man. The statement has been made by prominent underwriters that if a life insurance agent has one or two clients of moderate means, by careful and consistent cultivation he can not only build up these few but can build his entire future clientele from them. This refers, of course, not only to securing business from your present clients, but securing business leads from them."

Compared to Farmer Sowing Cover Crop

"If a farmer wants to secure an intensive crop from a piece of land he first sows cover crops—and here in Missouri I know you are familiar with the term—he carefully cultivates this cover crop in; then sows another cover crop, gives it more cultivation, then sows his seed, and in a short while begins to reap the benefit."

"In the same way a life insurance man must sow his cover crops and sow them often, and he must cultivate them in and cultivate very frequently, and that brings us down to the secret of the whole thing, which is summed up in the one word 'service.' In these days, in my opinion, service to policyholders is the most important detail of our business. Competition was never greater than at the present time. There were never more highly intelligent men sell-

CHICAGO NATIONAL LIFE Ranks Third There's a Reason

The following figures taken from the official report of the Insurance Department of Illinois show the amount of new business written in 1924, by the Legal Reserve Life Insurance Companies of Illinois in their home state. This does not include insurance in force or business written in other states.

Illinois Companies	Began Business	Present Age	Business Written in Illinois, 1924	Rank
Illinois Life	1893	32	\$12,481,121	1
Pearle Life	1906	17	8,609,556	2
CHICAGO NATIONAL LIFE.....	1922	3	6,477,852	3
Franklin Life	1894	41	6,609,547	4
National Life, U. S. A.	1866	57	5,488,638	5
Continental Assurance Co.	1911	14	5,136,888	6
Mutual Trust Life.....	1905	20	4,898,610	7
Central Life of Illinois	1907	18	4,080,936	8
Mutual Life of Illinois	1920	5	3,818,987	9
Rockford Life	1910	15	2,878,075	10
Old Colony Life	1907	18	2,651,204	11
North American Life	1912	13	2,328,963	12
Liberty Life	1921	4	2,258,346	13
Peoples Life	1908	17	2,211,144	14
International L. & T.	1916	9	1,843,762	15
Clover Leaf L. & C.	1919	6	1,601,083	16
American Bankers Life	1910	15	1,450,300	17
U. S. National L. & C.	1923	2	1,280,335	18
Providers Life	1916	9	901,888	19
Victory Life	1924	1	742,616	20
Federal Life	1900	25	690,992	21
Northwestern Union Life	1923	2	417,516	22
Public Life	1920	5	374,397	23
Springfield Life	1924	1	261,500	24

Our Company is growing fast.
Our policy contracts are simple and liberal.
Our premium rates are as low as the lowest.
We pay liberal commissions to our agents.
Territory open in Illinois, Indiana, Iowa, Kentucky and Missouri.
For further information address

A. E. JOHNSON
Agency Manager

202 South State Street

Chicago, Illinois

THE ROYAL UNION LIFE INSURANCE COMPANY

Des Moines, Iowa

Strong and Progressive

Paid to Policyholders—

Over—\$19,000,000.00

Insurance in Force—

Over—\$138,000,000.00

A. C. Tucker, President

D. C. Costello, Secretary Wm. Koch, Vice Pres.

ing life insurance, better trained and with a better knowledge of the business, than we have surrounding us today.

Create Opportunity of Calling on Old Clients

"Briefly, I want to touch on the high-spots of service to policyholders. In the first place, I believe that the average agent depends too much on Uncle Sam and a 2-cent stamp than he does on himself. You will admit that the more often you create an opportunity of calling on your present clients—not necessarily for the purpose of soliciting new insurance, but only to keep in touch with them—the better acquainted you will be and the better you will be able to cultivate them. Instead, however, many of you, feeling that it is too much trouble to deliver it, will leave it to Uncle Sam to deliver the receipt for a renewal premium, or other matters pertaining to the life insurance already existing.

"A prominent general agent in New York has carefully compiled statistics of additional business secured from clients, solely as the result of saving 2-cent postage stamps and wearing out shoe leather instead. I believe these statistics will be available for you in a very short time—perhaps before the convention ends—as I know they are already in the printers' hands, and my advice to you is to get them as you will undoubtedly profit by their consumption.

Make Calls Instead of Depending on Mail

"There are many ways in which opportunities are given you to keep in touch with your clients and which many of you neglect, passing the buck to Uncle Sam. How often do you mail assignments of interest to an assured instead of delivering them personally, taking an interest in what disposition he is making of the policy and placing yourself in a position to advise him as to the legality of the transaction, perhaps rendering valuable service? Such a minor detail as a change of address is of sufficient importance to warrant a call. Your knowledge of the location should tell you whether the change is a step upward and this will mean an increased income with possibilities of increased insurance.

"Requests for loans are not properly handled or capitalized by the average agent. I make it a practice, myself, never to make a loan of \$500 or more on a life policy without insisting that additional insurance be taken out to keep the original amount of insurance intact.

"Insurance companies present methods of following up delayed premium payments, presenting to you wonderful opportunities of showing interest in your client's affairs. Always call on him if a payment is in danger of going past the 30-day period and assist him, if necessary, through the company's system of taking notes for part payment of premiums.

Must Sell Yourself Completely to Your Man

"Such services as these sell yourself completely to your man and mean that sooner or later he will come to you for any additional insurance and it will be logical for him to think of you when his friends are discussing the subject.

"Developing the idea of a definite program to the nth degree gives you an excuse for calling on your clients; it creates a discussion with your client that furnishes you with the most intimate details of his aims and ambitions. Every man has definite ideas of what he wants to do, and several of them he knows he must do, the principal one being to 'set his house in order' and a program does it. He wants to have his boy go to college; he wants to ease up in his business when he grows older; he wants to make provision for his widow so that she is not the victim of the numerous get-rich-quick schemes which surround her when she is left alone. All of this can be effected by a modern program and you cannot spend too much

time in studying the various companies trust agreements and program plans.

"Keep everlastingly in mind the interests of your clients and they will not hesitate to keep you in mind when the time comes for additional business."

Keep Record of All Insurance Policies

The discussion on the topic was led by Miss Marion Blair Sanders, also of New York, who told of the plans which she uses. She said:

"On my own personal insurance, I keep a record of my policies and have passed that idea on to my customers. Most of the companies send such blank forms out. When I get a customer to keep such a record, I feel I've done quite a lot. He has only to refer to the chart to see when he took a certain policy, what features he has on it, that is disability and double indemnity, when and how much premium he pays, form of insurance, beneficiary and mode of settlement. If he has several policies some with lump settlement and some income, it's quite easy to convince him he needs more when he has additional responsibilities. It's all right before him in concise form.

"I call on every customer within calling distance at least once in three months. Mr. Sisly has told you it's a good investment to wear out shoe leather instead of postage stamps. If, however, I am writing a client, I enclose up to date circulars, for instance, one describing a new life policy, not necessarily a policy that a man will want for himself, but he is bound to be in conversation with his friends or associates on the subject of life insurance, and in nearly every case he has read my circular and will tell his friend. That sort of thing is just sowing seed, but you never know when such seed will fall on fertile ground, and the results are well worth while.

Satisfied Customers Are Most Valuable Assets

"We secure future business from our clients by selling service, not just policies. In this business I am convinced our most valuable assets are our satisfied customers. A satisfied customer and frequent calls, that is, once in three months at least, will keep you in touch with the client's affairs, his progress, etc., and invariably when your customer has confidence in your ability and service he does not hesitate to give you names of others. In 1923 I called on a doctor to solicit his insurance business. He appeared very much interested, unusually so in my plan of protection with old age income. Then he told me that he had bought his insurance a year and a half ago, and had never been satisfied with his policy and now he was convinced that the agent had sold him just a policy and not the kind of a one he should have.

Gave Full Information, Got Other Business

"I said, 'Tell me just what you've got, when you took it, etc.,' and made an appointment with him for the following day. I looked up his company rate book, got dividends, cash values, etc., and went back to him and told him he had a fine policy, just what it would be worth in 20 years, both with and without dividends. He was most appreciative, and voluntarily gave me a list of his club members with the privilege of using his name. From that one bit of service I have today six good clients on my list and a lot of good prospects.

"A most excellent way of securing future business from our clients is to be the first one to present new features your company may get out, such as the new disability form the Travelers gave us Sept. 15. I intend to have that put on all old policies of my clients and at the same time I hope to write considerable new business because of the necessity of a medical examination."

The forest at Barkhamsted, Conn., was the scene Sept. 23 of the outing of the Connecticut Mutual Club, the organization of the employees of the company. Nearly 250 employees and officers at-